odontoprev

Sustainability Report
2025

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Message from the CEO

GRI 2-22

Odontoprev's growth trajectory reached yet another milestone in 2025 with notable accomplishments in increasing oral health care access in Brazil and solidifying a business strategy that blends efficiency, care, and innovation.

Throughout the period, we made progress in expanding our beneficiary base, driven by our strategy to grow our presence in the small and medium-sized enterprise (SME) segment and by the strength of the Bradesco Dental brand, enabling the Company to reach over 9 million lives.

Discipline in management and a constant focus on operational efficiency were key factors in this growth. We kept claims rates under control and maintained a balanced cost structure. As a result, we ended the year with strong cash flow, zero debt, and high returns for shareholders, confirming our commitment to creating value for investors and other stakeholders.

In an ecosystem that connects beneficiaries, corporate clients, brokers, and our accredited network, understanding the perspectives of each stakeholder allows us to enhance the customer journey, fostering innovation, creating value, and building lasting relationships based on trust, quality, and excellence.

Innovation and technology govern our strategy.

We continue to invest consistently in the development of our digital infrastructure, increasing process efficiency and improving service quality. Our proprietary technology platform, which is unique in the market, has analyzed and audited over two million procedures per month, ensuring transparency, safety and quality.

This ongoing focus on operational excellence has led to a historic milestone for Odontoprev: we were the first exclusively dental plan provider in the country to achieve Level 1 • Gold in the National Supplementary Health Agency (ANS) Service Provider Accreditation Program, which reaffirms the Company commitment to governance, transparency, and quality in the management of dental care.

Through our Business Chat sessions, an initiative that brings leaders closer to all employees, encourages the sharing of strategic perspectives, and brings teams more connected to the organization's priorities and direction, we have made progress in creating an environment that links employees with the business strategy.

Our commitment to the Company's culture is reflected in our recognition: we were highlighted in the Great Place to Work (GPTW) ranking as one of the best companies to work for in Barueri (SP) and, for the first time, among the best in the healthcare sector. This reinforces our commitment to a positive and collaborative work environment.

Another key priority is diversity, equity, and inclusion. In 2025, we exceeded the target set by the UN Global Compact, with over 30% of women in leadership positions at the Company. Our performance has also been recognized in national and international sustainability assessments. We returned to B3 Corporate Sustainability Index (ISE B3), and for the second time, we appeared in TIME magazine global Sustainable Growth ranking among the highest-rated companies for sustainable growth.

In the social sphere, we maintained partnerships with over forty institutions and donated more than 12,000 dental plans to socially vulnerable individuals. We ended the year having made a direct impact on the lives of more than 500,000 people.

The environmental agenda remains a cornerstone of our sustainability strategy. We have maintained our commitment to carbon neutrality and expanded our process digitization initiatives, reducing our environmental impact and fostering more efficient and responsible operations. We have intensified our participation in critical discussions on climate change, including COP30, broadening the conversation on the role of healthcare companies in the global climate agenda.

We concluded 2025 with favorable outcomes and broad market recognition. All of this is made possible by the hard work of our staff, the confidence of our beneficiaries, and the dedication of our nationwide network of licensed dentists.

By 2026, we remain committed to expanding access to oral health care, innovating to build an increasingly efficient and inclusive care system.

We extend our heartfelt gratitude to everyone involved in this journey.

Elsen Carvalho – CEO

Elsen Carvalho,
CEO of Odontoprev

About the report

GRI 2-3

We are pleased to publish the most recent version of Odontoprev's Sustainability Report, which is the outcome of cooperation between several departments within the Company. The publication compiles the key outcomes of governance, social, and environmental activities that helped create value between January 1 and December 31, 2025.

If you have any questions about the information reported in this document or would like to learn more about our ESG management, please send an email to **sustentabilidade@odontoprev.com.br**

See the guidelines that led to this report:

Global Reporting Initiative (GRI)

Since 2016

Access the GRI Content Summary to learn about the indicators that make up our report.

Sustainability Accounting Standards Board (SASB)

Since 2021

Access the SASB Content Summary to learn about the indicators for the Company's industry that make up our report.

International Integrated Reporting Council (IIRC)

Since 2019

Access the capital model and learn about our business model, which integrates strategic principles and stakeholder relationship management, which are critical to the Company's value creation.

Sustainable Development Goals (SDGs)

Since 2016

Access the SDG map to learn how we honor UN Global Compact Principles and contribute to the 2030 Agenda through the SDGs that are priorities for the Company.

Task Force on Climate-related Financial Disclosures (TCFD)

Since 2024

Access the TCFD Content Summary to learn about risk management indicators and opportunities related to climate change.

Independent audit

Since 2025

Access the Limited Assurance Report, which enhances the transparency and credibility of the information disclosed in our report.

Materiality

GRI 3-1 | 3-2

In 2025, we updated our materiality matrix based on the **double materiality methodology**.

The study, which takes place every two years, analyzed the impacts of the Company's activities on society and the environment, as well as outside influences on its financial and operational performance.

The study identified 13 material themes, grouped into five pillars. Compared to the previous study, conducted in 2023, 12 topics were maintained as priorities for the Company's ESG agenda. A new addition was the topic of Talent Attraction and Retention, which proved to be relevant in terms of impact.

1 Value chain
The process began by mapping the main stakeholders and designing Odontoprev's value chain.

2 Impacts, Risks, and Opportunities (IROs)
At this stage, we analyze the Company's external and internal contexts to identify the impacts, risks, and opportunities (IROs) related to our operations.

3 Impact assessment
All IROs were technically evaluated. Priority themes and topics were then defined from two perspectives: impact and financial.

4 Identification of priority SDGs
Each material topic was linked to the Sustainable Development Goals (SDGs) relevant to the Company's operations.

5 Validation
Results obtained throughout the materiality study were validated by the Executive Officers to ensure that the topics were aligned with the Company's strategies.

MATERIAL THEMES

- Technology and innovation
- Relationship with customers and beneficiaries
- Relationship with the accredited network

RELATED SDG

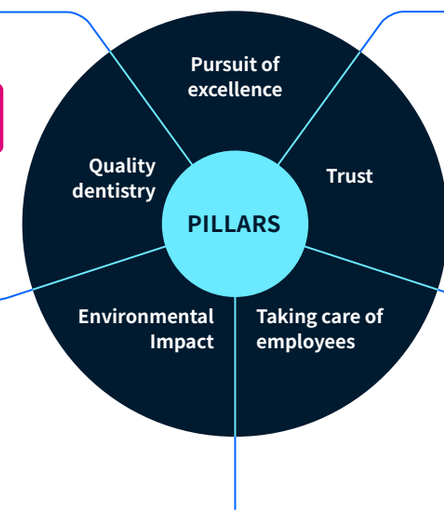
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
17 PARTNERSHIPS FOR THE GOALS

MATERIAL THEMES

- Expanding access to dental care
- Safe, high-quality dental care
- Community impact

RELATED SDG

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES



MATERIAL THEMES

- Privacy and data security
- Ethics and integrity

RELATED SDG

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

MATERIAL THEMES

- Addressing climate change

RELATED SDG

7 AFFORDABLE AND CLEAN ENERGY
13 CLIMATE ACTION

MATERIAL THEMES

- Diversity, equity, and inclusion
- Talent Attraction and Retention
- Employee well-being
- Employee development

RELATED SDG

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

2025 Highlights

OPERATING AND FINANCIAL RESULTS

R$2,390 million in Net Revenue, annual growth of 5.3%

9 million beneficiaries, with a net addition of 339 thousand lives in 2025

R$741 million in Adjusted EBITDA, margin of 31%

R$550 million in Net profit

R$456 million in shareholder remuneration and an **83% payout**

INNOVATION AND TECHNOLOGY

96% of CAPEX invested in technology

For the fourth consecutive year among the **100+ Most Innovative in IT use**

BENEFICIARY-CENTERED APPROACH AND QUALITY OF SERVICES

Awarded the **Gold Seal in ANS accreditation**

For another year, we have won the **Experience Awards**, **Top of Mind RH** and **Reclame Aqui awards.**

OUR TEAM

We were featured in the **Great Place to Work** ranking as one of the best companies to work for in Barueri (SP) and, for the first time, among the best in the healthcare sector.

SUSTAINABILITY

We returned to **B3's Corporate Sustainability Index (ISE)**

We were included in the **Dividend Index** and **IDIVERSA**, both from B3

We were listed in TIME magazine's global Sustainable Growth ranking, as the 19th highest rated company, demonstrating remarkable performance in sustainable growth

We participated in COP 30 with the pre-release of the documentary Ondas Limpas na Estrada (Clean Waves on the Road)

For the fourth consecutive time, we have been awarded the **Human Rights and Diversity Seal** by the City Hall of São Paulo (SP)

We have maintained our commitment to being a **Carbon-Neutral company**

Odontoprev

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Carla Guimenti – Internal consulting supervisor

Leadership and innovation: about us

GRI 2-1 | 2-6

We are currently the biggest dental plan operator in Latin America, transforming the oral health care in Brazil for over 38 years. Combining technology, innovation, and prevention, we provide over 9 million beneficiaries with access to high-quality dental care through our accredited network of over 28,000 dentists and presence in over 2,500 municipalities.

Our portfolio encompasses different customer profiles—corporate, small and medium-sized enterprises (SMEs), and individuals—and our offering combines diversification and flexibility, with over 800 plan options and several brands.

The name Odontoprev is a combination of the words “odontology” and “prevention,” which represent the Company's main strategic pillars.

Purpose

To drive high-quality dentistry.

Values that support our journey

A healthy ecosystem is one in which everyone wins.

Challenges are opportunities.

Quality is more than just lip service.

Evolving is the way we achieve growth.

Trust is something built each and every day.

Stella Hae Young – Financial planning manager

Purposeful growth

We were established in 1987 with the intention of facilitating the public's access to high-quality dental treatment. The market was confronted with two challenges at the time: first, the high cost of private treatment limited the population's access, and second, the increasing number of dentists required the industry to develop.

During this period, the concept of dental plans was gaining ground in Brazil, and the challenge was to set ourselves apart from our competitors in order to grow. From the outset, we understood that service quality would be our main factor for success. This vision led to the creation of a specialized operating model capable of generating value for both beneficiaries and partner professionals.

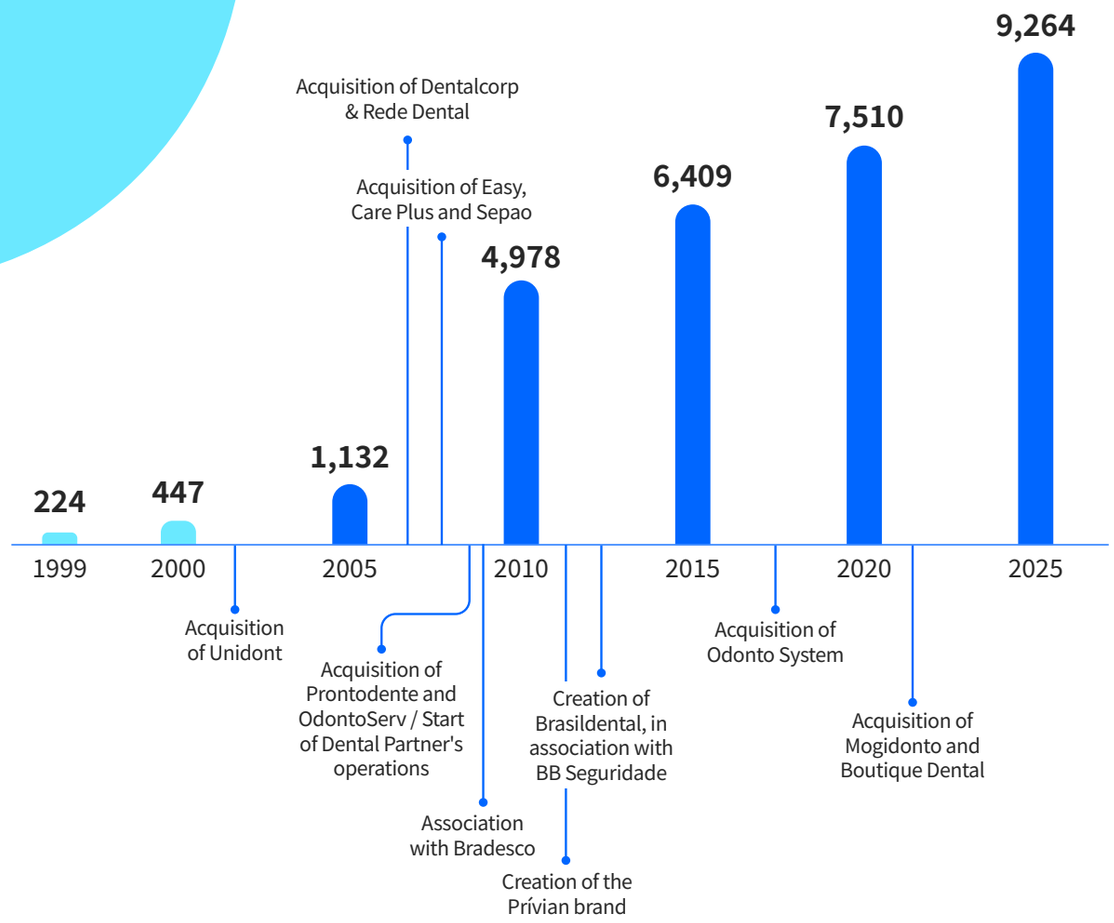
With this in mind, we built an innovative operating model based on a broad network of specialized services, an effective operation supported by our own technology platform, and customer satisfaction.

Since then, we have expanded our operations and gained increasing market share, initially focusing on the corporate segment, which allowed us to achieve the necessary scale and ensure the operational viability of the model. Subsequently, we diversified our offering, exploring new growth opportunities and expanding our presence in the SME and Individual Plans markets.

Today, as market leaders, we remain focused on strengthening our core business, while seeking complementary opportunities to operate in the dental ecosystem, further increasing value creation for our stakeholders.

Daniela Zagoto – Human resources analyst

Evolution of the number of beneficiaries (thousand members)



ASSOCIATION WITH BRADESCO

We have had a strategic partnership with Bradesco since 2009, combining our knowledge of dental plans with the broad reach and clientele of one of the biggest financial institutions in the nation.

This integration drove Odontoprev's expansion in the SME and Individual Plans segments, resulting in a combined portfolio of 4.2 million members in the first year of the partnership.

Today, the Bradesco Dental brand represents 52% of the Company's total portfolio, with a strong presence in the SME segment, representing 81% of the segment.

In February/ 2026, a Material Fact announcement was issued regarding a proposed corporate reorganization to consolidate the Bradesco Group's healthcare businesses, to be named Bradsaúde.

More information is available at the link.

Our history

1987
Foundation of Odontoprev by entrepreneurial dental care professionals.

1997
Odontoprev becomes the **market leader**.

1999
Acquisition of Unidont and start of social work with institutions.

2005
Odontoprev reaches **1 million beneficiaries**.

2006
Company IP **on B3**.

2008
Joined the United Nations **Global Compact**.

2009
Acquisition of **Prontodente** and **OdontoServ**.

Creation of a joint venture in **México**. **Dental Partner** begins operations.

Association with **Bradesco Dental**.

2012
Bradesco starts selling **individual plans**.

Shared acquisition of **Papaiz**.

2013
Creation of **Brasildental**, in association with **BB Seguridade**.

2015
Launch of **Rede UNNA** app.

2016
Expansion of social support, reaching **15 institutions**.

2017
E-commerce is launched

2018
Acquisition of **Odonto System**.

2020
Creation of **Online Dentist**.

First **Carbon Neutral** dental plan company in Brazil.

2021
Acquisition of **Mogidonto** and **Boutique Dental**.

2022
Odontoprev reaches **8 million beneficiaries**.

Launch of the **Clean waves on the road** expedition.

Acquisition of **Papaiz**.

2023
Odontoprev reaches the milestone of **10,000 dental plans** donated to over 25 supported institutions.

10 years of Connection Magazine.

2024
Odontoprev **selected by TIME Magazine** as the sixth best-rated global company in **sustainable growth**.

Progress in the Indigenous smile project, bringing health and care to indigenous communities.

2025
Awarded the Gold Seal in ANS accreditation.

Inclusion of Odontoprev in the B3 Corporate Sustainability Index.

Overview of supplementary dentistry

The recovery of formal employment and the stability of dental inflation, which is often lower than medical inflation, supported the dental plans sector's steady expansion in 2025 under the macroeconomic conditions. The number of dental plan beneficiaries increased by 3% from 2024 to almost 36 million, according to the National Supplementary Health Agency (ANS).

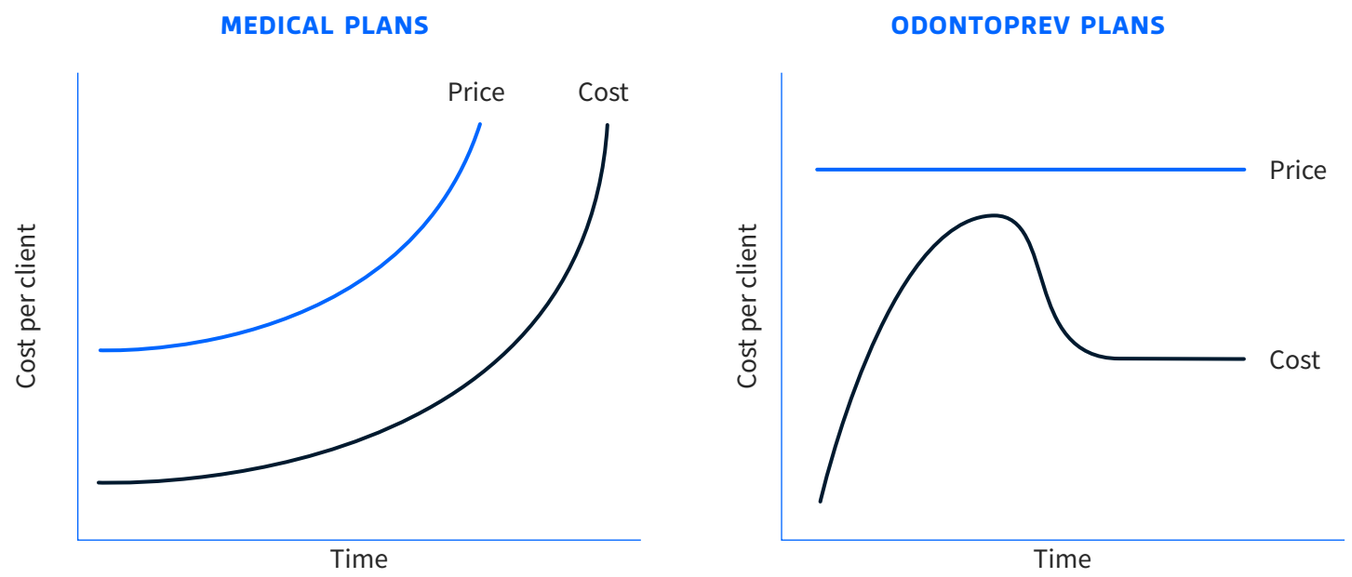
This growth trend has been noted annually, driven by the increasing adoption of dental benefits by companies, which have consolidated the plan as a relevant advantage for attracting and retaining talent. At the same time, advances in digital channels and commercial partnerships have expanded access, making enrollment simpler while increasing the plan's availability among populations historically underserved.

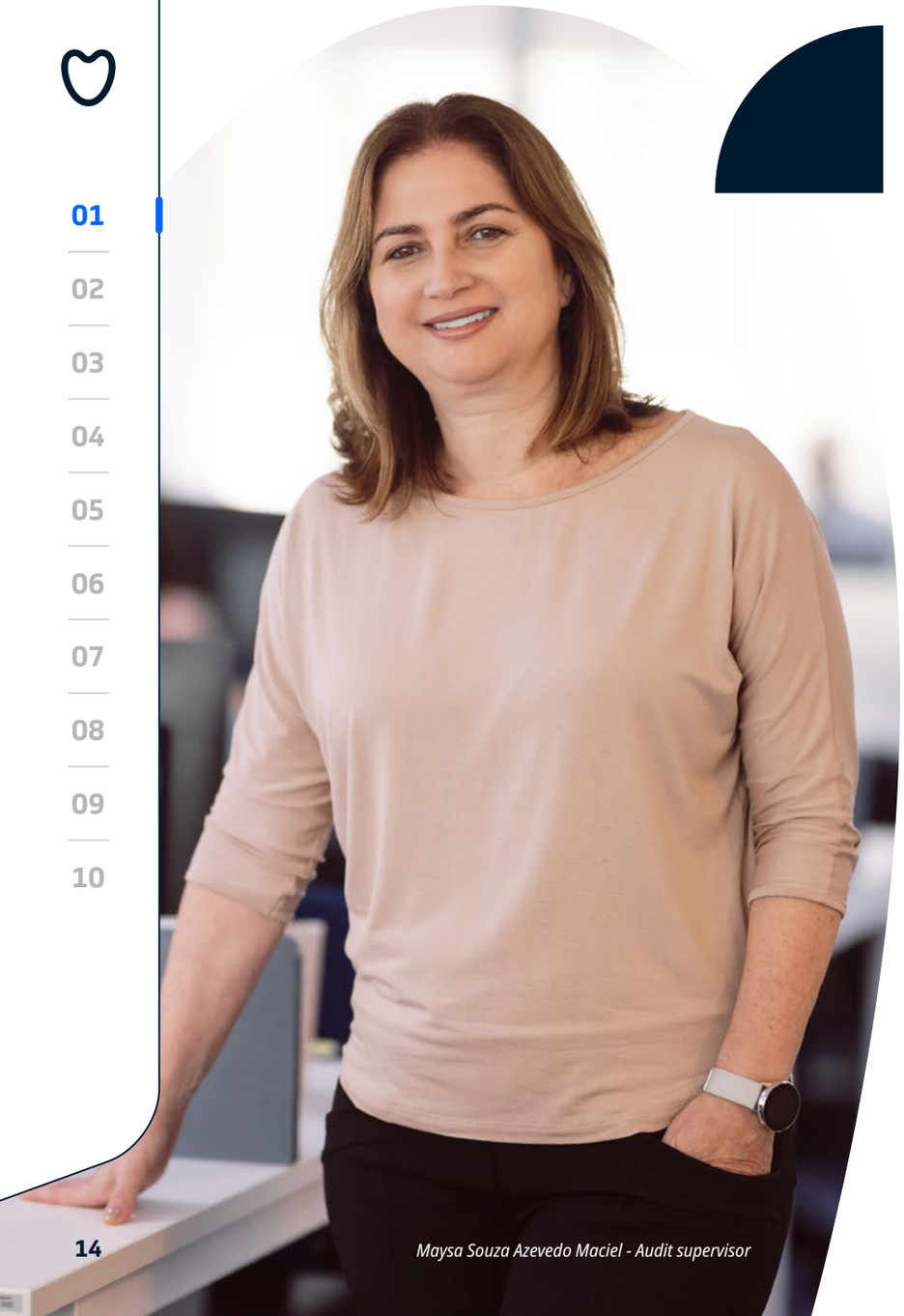
Other structural elements also favor this expansion: significantly more affordable monthly premiums compared to medical-hospital plans, the opportunity for growth in regions with low coverage, and the high level of satisfaction among beneficiaries, who maintain high rates of recommendation and intention to remain enrolled.

As a result of this set of factors, dental coverage in Brazil rose from 9.8% in 2015 to 16.7% in December 2025, an increase of 6.9 percentage points, well above the growth observed in medical-hospital plans, which grew by only 1.8 p.p. in the same period.

Apart from the increase in the base, the sector is undergoing a significant consolidation movement, as evidenced by the reduction in the number of exclusively dental operators and the concentration in larger groups with greater technological capacity. In 2015, there were 327 active operators; by December 2025, the number had fallen to 225.

Comparison of the evolution of the cost per customer for health insurance plans vs. Odontoprev plans





Maysa Souza Azevedo Maciel - Audit supervisor

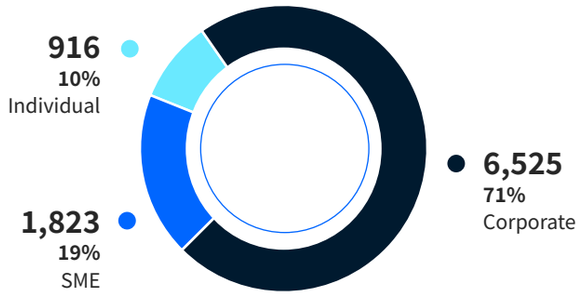
Leadership in a competitive industry

This is the context in which Odontoprev reaffirms its leadership position, with approximately 26% market share in revenue, standing out for the quality of its care, constant innovation, and ability to expand access to excellent dental care in Brazil. To respond to industry trends and anticipate future demands, the Company operates through a proprietary technology platform that ensures complete traceability of treatments, standardization of protocols, and rigorous quality control throughout the accredited network.

The SME segment remains one of the main drivers of the Company's expansion, driven by the banking channel and the growing appreciation of dental benefits among small and medium-sized companies. This technological infrastructure, coupled with robust management models and consistent performance across various segments, underpins the Company's historic leadership in the corporate market and strengthens its ability to capture opportunities in a growing sector.

In 2025, we closed the year with record growth in new customers through banking channels in the SME segment, reflecting the strength of this strategy and Odontoprev's ability to grow sustainably, keeping pace with market developments and helping to expand access to oral health care in the country.

Beneficiary profile (thousand members)



Prevention, efficiency, and sustainability of care

The sustainability of the supplementary dental system is directly linked to strengthening prevention, which remains a key vector for maintaining balance in healthcare. Approximately one-third of procedures performed in Brazil are preventive in nature, proving that ongoing care reduces costs by avoiding more complex treatments and contributes to maintaining the oral health of the population.

Technological efficiency also plays a central role in this model. Unlike the medical-hospital sector, which is marked by high-cost technologies and a direct impact on expenses, dentistry is able to innovate with less pressure on costs. This scenario favors the growing incorporation of digital solutions and automation technologies, increasing operational efficiency, reducing risks, and enhancing healthcare safety throughout the beneficiary's journey.

Against this backdrop, the ability to monitor treatment periods, identify usage patterns, and ensure treatment traceability strengthens increasingly preventive, predictive, and efficient action. By fostering this virtuous cycle, the sector remains prepared to achieve balanced growth and expand access to oral health care, consolidating its role in the Brazilian supplementary health care system.

Janielle Rodrigues Sampaio – Commercial consultant III

Our competitive advantages

Our value proposition is centered on the dental ecosystem and is embodied in a unique model that integrates technology, quality, and care into a comprehensive offering. Learn about the unique features that consolidate the Company as an industry leader:

COMPETITIVE ADVANTAGES

TECHNOLOGICAL PROPRIETARY PLATFORM

Ensures efficiency, safety, and quality in all service processes. The system allows for the analysis, auditing, and electronic storage of images and documents related to treatments performed, guaranteeing that our beneficiaries receive certified quality care.

EXPANSION OF SEGMENTS

Initially created to serve the corporate segment, Odontoprev continues to expand its reach by diversifying its customer base, especially among small and medium-sized companies and individuals, through strategic partnerships with retailers and by staying alert to new opportunities for prevention and health promotion in the dental ecosystem.

EXTENSIVE NETWORK OF ACCREDITED DENTISTS

A qualified network comprising more than 28,000 dentists nationwide, prepared to offer dental care in various specialties and in accordance with Odontoprev's high quality standards.

PLAN DIVERSIFICATION

Wide range of tailored dental plans that meet the different needs of beneficiaries. With over 800 options and 100 benefit structures, we offer tailor-made solutions for individuals and companies of all sizes.

SALES MULTIPLATFORM

Multi-channel plan marketing strategy covering exclusive banking channels, in-house teams, independent brokers, online sales, and partnerships with retailers and health plans.

QUALITY MANAGEMENT

The in-house team of specialist dentists audits all procedures performed by the accredited network, ensuring the highest standards of care and service delivery.

RENOWNED AFTER-SALES SERVICE

Service strategies focused on beneficiary satisfaction and loyalty, with ongoing communication about care and prevention, encouraging the use of our plans.

Impact on the dental ecosystem: our businesses

GRI 2-6

With an emphasis on increasing access and reach in the dentistry industry, we have developed a diverse portfolio of brands throughout the course of our existence via both organic growth and strategic acquisitions.

This move led to an integrated and complementary ecosystem that connects different parts of the value chain and strengthens Odontoprev's strategic performance in several segments.

Dental operator

odontoprev

The operation offers nationwide coverage, with multidisciplinary care cells. It also meets the different profiles of beneficiaries.

More info: www.odontoprev.com.br/

bradesco dental

Bradesco Dental dental plans are the result of integrating the activities carried out by Bradesco and Odontoprev in the dental care field. Since 2010, through a corporate incorporation, Bradesco Dental has become an Odontoprev operation.

More info: www.bradescoseguros.com.br/clientes/produtos/plano-dental/

BRASILDENTAL

In 2013, BB Seguridade and Odontoprev created Brasildental, an operator responsible for selling dental plans in the bank's service network. With a nationwide presence, Brasildental has a team specialized in oral health and offers extensive support through various service channels.

More info: www.bbdental.com.br/

PRIVIAN Grupo Odontoprev

It is the premium version of the Odontoprev brand, created with the aim of offering broader coverage, high standard dental care and excellence for corporate clients.

More info: www.privian.com.br/

odonto system

With a strong presence in the country's North and Northeast regions, it has proven competence and experience in over 30 years in the dental plan market. It aims to serve both corporate and individual clients, with a focus on offering basic dental services with the best cost-benefit ratio on the market.

More info: www.odontosystem.com.br/

Service Clinics

As a network of dental clinics focused on direct service provision, they are part of Odontoprev's value chain, strengthening the Company's presence in the healthcare segment.

Dental materials

Strategic partnership aimed at providing high-quality dental supplies to the accredited network. Through this program, our partner dentists have access to a points reward system for each procedure performed, which can be exchanged for clinical materials or equipment.

Radiological imaging

Platform specializing in dental imaging diagnostics, focusing on CT scans, intraoral and extraoral radiographs, and orthodontic documentation.

Management software for clinics

Technological solution focused on the management of dental clinics and offices. The software features digital medical record tools, scheduling, financial control, and operational support, promoting efficiency, standardization, and safety in clinical practices.

Strategic vision: the path that guides us

Guided by promoting quality dentistry, we have embraced a strategy focused on generating sustainable value, balancing growth and profitability without compromising excellence and social and environmental responsibility.

We remain focused on expanding access to quality dentistry, promoting the inclusion of new audiences and growth in our operating segments. To this end, we rely on solid partnerships, an extensive accredited network, and the intensive use of technology and data intelligence, which allow us to improve processes, decisions, and results.

As we look to the future, we want to expand our presence in the dental ecosystem, diversifying and connecting initiatives based on innovation, responsibility, and positive impact on society.

Take a look next at how we transform this vision into shared value, sustaining a business model that makes us a leader in our industry.

RESOURCES

FINANCIAL CAPITAL
- R$85 MI of CAPEX
- R$82 MI invested in technology
- + 60 thousand shareholders

MANUFACTURED CAPITAL
- Proprietary technology platform
- National presence in 2,500 municipalities
- Exclusive distribution channels

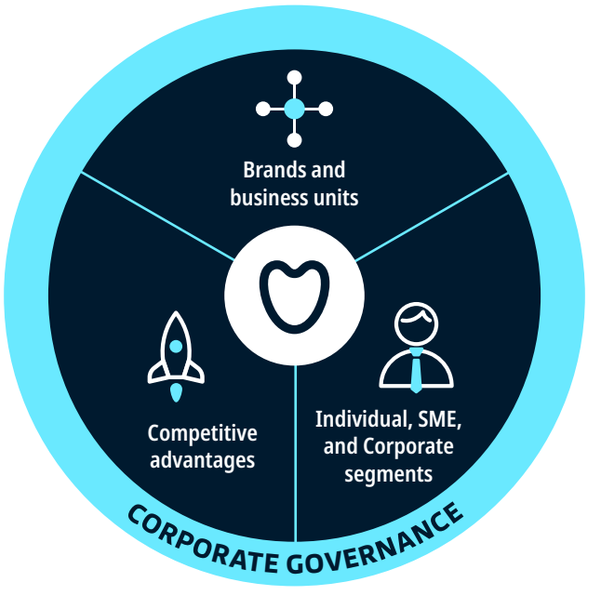
HUMAN CAPITAL
- 1,946 employees
- Diversity, equity, and inclusion
- Training and development

INTELLECTUAL CAPITAL
- Technical knowledge
- Proprietary operating model
- Innovation and intrapreneurship

SOCIAL AND RELATIONSHIP CAPITAL
- 1,324 suppliers
- Partnerships with social impact

NATURAL CAPITAL
- Sustainability policy
- Carbon Neutral Commitment

BUSINESS MODEL



VALUE CREATED

- R$550 million in net profit
- Net cash of R$713 million
- Record dividend distribution

- Over 800 dental plans
- Over 28,000 accredited dentists
- Over 9 million beneficiaries

- 117 women in leadership positions
- Employee satisfaction index: 88%

- Over 1 million app users

- 99.9% of digital Dental Treatment Guides (GTOs)
- Seal for GHG Protocol inventory management

- Contracts with suppliers that consider environmental and social aspects
- R$5.9 million reais in Private Social Investment
- Donation of over 12 thousand dental plans and oral hygiene kits to socially vulnerable people

Trust and integrity

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Thais Metidieri Savian - Sustainability supervisor

Commitment to good governance practices

The trust built by Odontoprev over more than 30 years operating in the sector is also the result of a management model underpinned by solid corporate governance principles, such as transparency, fairness, accountability, and corporate responsibility.

Since 2006, we have been a **publicly traded company**, with shares traded on B3 – Brasil, Bolsa, Balcão, and **we voluntarily joined the Novo Mercado**, the highest level of corporate governance in the country. We also follow the guidelines of the Brazilian Institute of Corporate Governance (IBGC), whose Code of Best Practices sets out corporate governance recommendations that are widely recognized as a benchmark by the market.

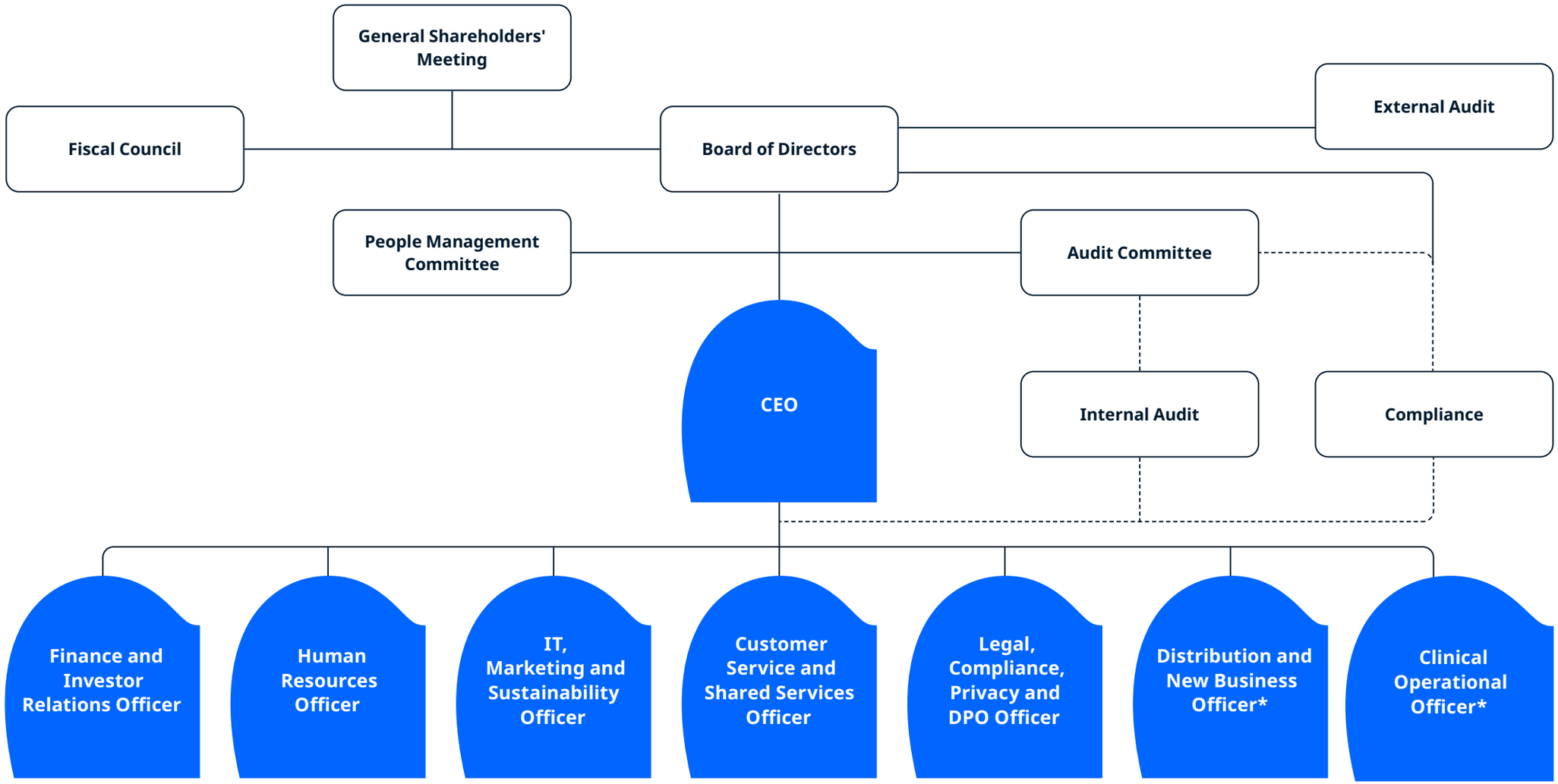
Our structure has been defined by **professional, non-family management since the foundation** and by the independent decisions of our Board, which does not perform executive roles in the Company.

To ensure the integrity of decisions and protect our reputation, we have internal policies, codes, and regulations that define responsibilities and guide conduct.

Reinforcing our ethical and responsible stance, Odontoprev is a signatory to **the Business Pact for Integrity and Against Corruption**, does not make financial contributions to political parties, and adopts conduct that prevents unfair competition.

Leticia Delfino Fernandes – Human Resources Analyst

Governance Structure



** Non-statutory Director*

Board of Directors

GRI 2-9 | 2-11

Odontoprev's Board of Directors is one of the Company's management bodies, responsible for establishing policies and strategies, including defining the company's purpose and values. It is also responsible for electing and supervising the management of the Executive Officers.

At the end of 2025, the body was composed of eight effective members, two of whom were independent, all elected by the General Meeting for two-year terms. Considering the length of service of the directors, the average tenure in office was 14 years.

Consistent with best corporate governance practices, the Chairman of the Board of Directors does not perform an executive role in the Company.

Learn more about the Board of Directors' duties and responsibilities in our Internal Regulations.

Learn about our nomination policy for members of the Board of Directors, Fiscal Council, Advisory Committees, and Executive Officers.

Performance evaluation

GRI 2-18

Every year, the Board of Directors undergoes a self-assessment by its members, based on a form that analyzes the performance of the body as a whole. The process considers aspects such as strategic planning, risk monitoring, sustainability, and asset protection.

The results are consolidated in a report and sent to the Chairman of the Board, who identifies strengths and opportunities for improvement. Based on this assessment, an action plan is developed to improve practices and procedures, including adjustments to meeting frequency and agenda prioritization.

For information about diversity on the Board of Directors, please visit page 108.

Attendance at meetings

The Board of Directors meets regularly every three months, but extraordinary meetings may be called by the Chairman or Vice-Chairman whenever necessary.

In 2025, the board members met 15 times, achieving an average attendance rate of 88%, considering the effective members.

Executive Officers

The purpose of Executive Officers is to implement the strategies and policies defined by the Board of Directors, reporting periodically to the board on the application of resources and management of the business.

In 2025, six members comprised Odontoprev's Executive Officers.

To see the current composition of the Executive Officers, as well as the powers and responsibilities of its members, click here.

Cristiana Augusta da Silva - Commercial consultant

Advisory committees

We uphold a governance structure supported by advisory committees that ensure higher quality decisions by the Board of Directors. These advisory bodies contribute to the continuous improvement of management practices and ensure that decisions are aligned with the Company's purpose, corporate policies, and governance principles.

In order to support the Board of Directors, the Company has an **Audit Committee (statutory)** and a **People Management Committee**.

ESG Governance

GRI 2-12 | 2-13 | 2-14 | 2-23 | 2-24 | TCFD Governance 1

Our success is directly tied to the positive impact we generate. Therefore, our actions are guided by innovation and continuous improvement, always balancing economic, social, and environmental aspects to maximize positive impacts.

This commitment is formalized in our **Sustainability Policy**, approved by the Board of Directors and reviewed periodically to reflect developments in ESG themes and incorporate the expectations of our stakeholders.

Aligned with the principles of the UN Global Compact, the 2030 Agenda, and the Sustainable Development Goals (SDGs), the policy guides the Company's sustainability practices and applies to all managers, employees, suppliers, and partners in Brazil and abroad.

Sustainability governance is structured in an integrated manner, with responsibilities distributed among different levels. The objective is to protect the business and contribute to long-term value creation by identifying, assessing, mitigating, and monitoring risks and socio-environmental and governance impacts.

BOARD OF DIRECTORS

- Discusses agendas and define guidelines related to sustainability.
- Reviews and approves the budget for implementing the sustainability agenda.
- Approves the Sustainability Policy.

IT, MARKETING, AND SUSTAINABILITY DEPARTMENT

- Ensures the integration of ESG practices into corporate strategy.
- Develops initiatives that promote sustainability as a business value and competitive advantage.
- Defines, monitors, and reports on ESG indicators.
- Strengthens communication about the Company's practices to the market.

RISK MANAGEMENT COMMITTEE

- Assesses the risks in the corporate risk matrix, including ESG, on a quarterly basis.

AUDIT COMMITTEE

- Analyzes risk management practices and makes appropriate recommendations.
- Reports on risks to the Board of Directors on a regular basis.

ESG GOVERNANCE

Public commitments

GRI 2-23

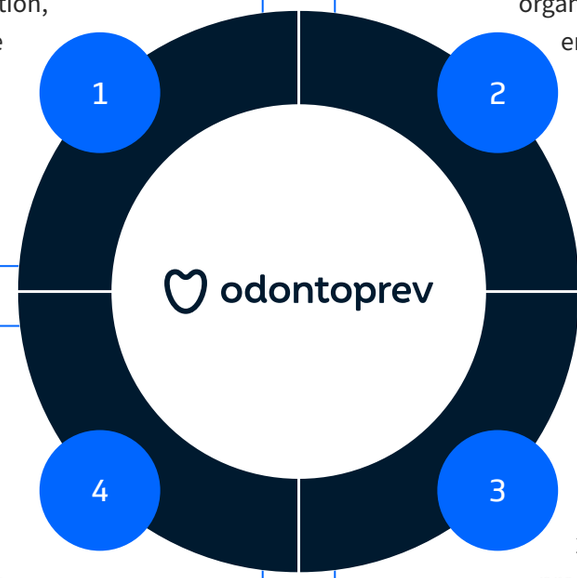
We support external initiatives that align with our beliefs and values. By adhering to these public commitments, we strengthen the trust of our stakeholders and show how we incorporate responsible practices into our business model and long-term strategy.

UN GLOBAL COMPACT

We have been signatories to the UN Global Compact since 2008 and align our actions with the UN 2030 Agenda, which is structured around 17 Sustainable Development Goals (SDGs) addressing global challenges such as poverty eradication, combating climate change, and the preservation of natural resources.

BUSINESS PACT FOR INTEGRITY AND AGAINST CORRUPTION

Odontoprev is a signatory to the Ethos Institute's Business Pact for Integrity and Against Corruption—a voluntary commitment that brings together public and private organizations to promote a more ethical business environment. By joining the pact, the Company reaffirms its commitment to implementing and encouraging practices that prevent and combat corruption in all its forms.



CARBON NEUTRAL COMMITMENT

We are a carbon-neutral dental provider, having offset 100% of our greenhouse gas emissions over the course of 38 years in business. Learn more about our environmental efficiency initiatives and goals on page 90.

WOMEN LEAD 2030 MOVEMENT

We are signatories to the Women Lead 2030 Movement, a UN Women initiative that promotes gender parity in the senior leadership of corporate institutions. See page 75 for details on the initiatives and goals we have implemented to increase women's representation.

ESG Recognitions

Odontoprev is continuously evaluated by major stock exchange indexes and rating agencies that analyze commitments, policies, and practices related to social and environmental management and governance.

As a result, over the last few years we have been recognized by the market, featuring in ESG indexes and ratings. This recognition reflects the maturity of our operations and reinforces the credibility of our business model, evidencing to the market that we have grown in a responsible and transparent manner, in line with the expectations of our different stakeholders.

World's Best Companies in Sustainable Growth, from TIME magazine

Odontoprev gained international recognition by ranking 19th in TIME magazine's World's Best Companies in Sustainable Growth ranking. The recognition highlights companies that show a consistent ability to grow sustainably, balancing economic performance with responsible governance practices, risk management, and long-term value creation.

Corporate Sustainability Index (ISE)

Odontoprev has been added to the official ISE B3 portfolio, one of the most relevant sustainability indicators in the Brazilian market. The index comprehensively assesses companies' performance in environmental, social, and governance criteria, highlighting those that incorporate responsibility and transparency in their business models. The new portfolio brings together 82 companies from 40 sectors, reinforcing the index's representativeness and selectivity.

Dividend Index (IDIV)

In 2025, Odontoprev was also included in the IDIV, an index composed of 50 companies recognized for their consistency in distributing dividends and interest on equity. Inclusion in the index highlights the Company's financial discipline, the stability of its results, and its ability to generate value for shareholders on a regular and sustainable basis.

CDP — Climate Change

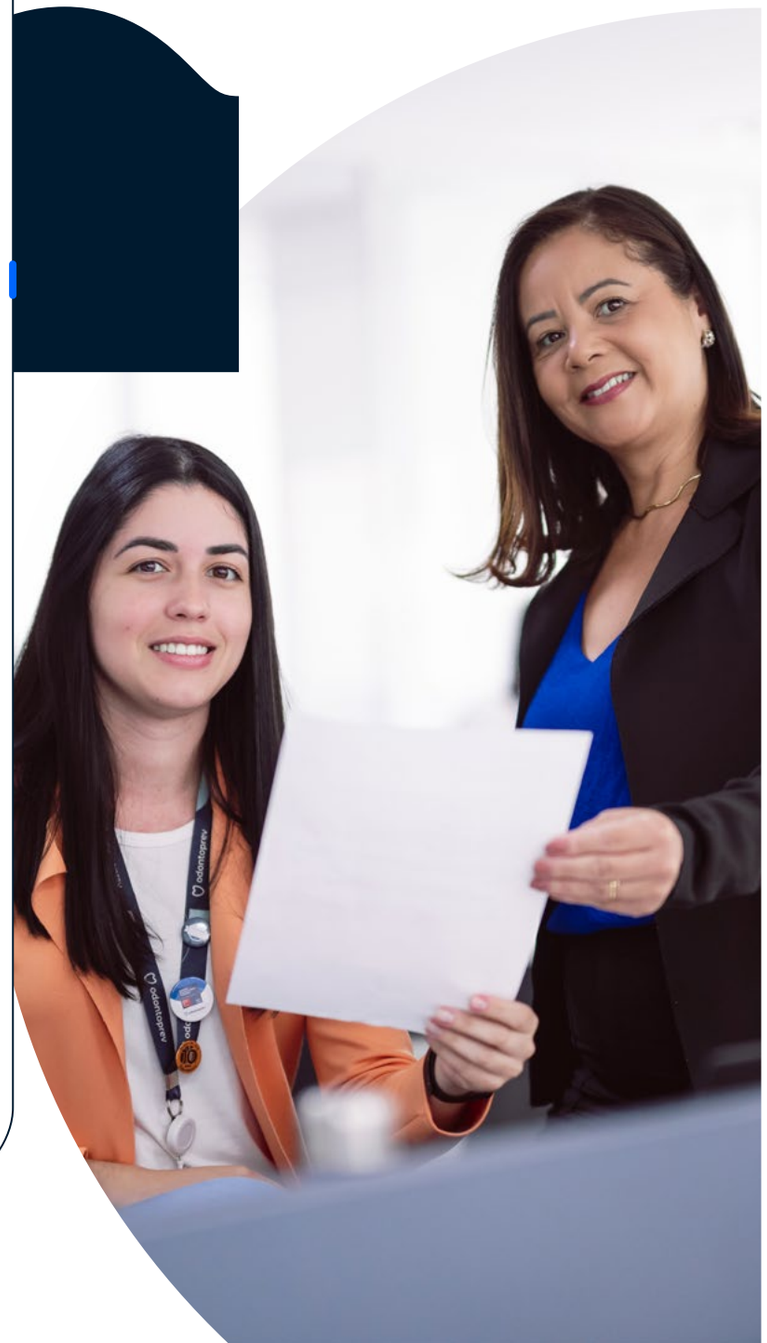
We submitted information to the CDP Climate Change and maintained a B- rating. The result demonstrates that Odontoprev consistently monitors its emissions and operates transparently in managing climate risks.

Brazilian GHG Protocol Program

We have retained the silver seal of the Brazilian GHG Protocol Program, which certifies full greenhouse gas inventories. This recognition confirms the accuracy of our data, reinforces the transparency of our reports, and validates our commitment to the climate agenda.

MSCI ESG Ratings

One of the main global references for institutional investors, Odontoprev's “A” rating in the MSCI confirms that the Company maintains robust governance structures, consistent policies, and a business model aligned with international sustainability expectations.



Ethics and integrity

GRI 2-23 | 2-24 | 3-3 Ethics and Integrity

By means of policies, procedures, and ongoing training and awareness initiatives, the Company consolidates a corporate culture based on ethics and integrity, values that extend to all relationships maintained by the organization.

This stance is formally set out in the Code of Ethical Conduct, which reinforces principles such as respect for human rights and valuing human beings, adopting sustainable practices, acting ethically and transparently, and striving for excellence with beneficiaries and the accredited network.

The document clearly states our rejection of any involvement in illegal transactions, such as paying or receiving kickbacks, bribes, or other forms of corruption.

All employees, suppliers, and partners must read and sign the Ethical Conduct Agreement, declaring their knowledge of the Code's guidelines and committing to comply with its provisions.

Caroline Ferreira Lopes Martins - Internal customer service consultant and Andrea Barbosa - Internal customer service consultant

Corporate policies

GRI 2-23 | 2-24

Additionally to the Code, we have other means and mechanisms to assist in promoting good conduct, such as:

- Anti-Corruption and Other Wrongful Acts Policy
- Related Party Transactions Policy
- Compliance Policy
- Sustainability Policy

The documents mentioned are disclosed to internal audiences through institutional communications, knowledge pills, and on the corporate intranet via OdontoNews. For the external public, we make the documents available on the Company's official website and on the investor relations website.

All of them undergo internal reviews by the Legal and Compliance departments before being submitted for final approval by the Board of Directors.

Implementation

GRI 2-24

All Company entities are responsible for applying policies for responsible business conduct and must sign the **Code of Ethical Conduct Acceptance Agreement**.

Supporting the implementation of the code and other policies, we have a Compliance department, responsible for implementing the **Integrity Program**, which advises employees, suppliers, and partners on best corporate practices.

Within this context, it is the responsibility of this area to ensure the implementation and control of legal mechanisms and internal integrity procedures, as well as to conduct actions aimed at ethical conduct as set forth in the Code of Ethical Conduct and other policies.

Besides the Integrity Program, we maintain the **Compliance Program**, which ensures compliance with regulatory standards and internal processes, reinforcing a culture of integrity among employees and partners. The program includes:

• Internal and external communications: informational bulletins, press releases, and awareness events.

• Mandatory training: developed in partnership with the Human Resources team and available at Odontoprev University in online format.

To pass the online course, you must obtain at least 70% on the assessment. In addition, each training course includes a knowledge retention assessment.

Luciana Ribeiro - Compliance supervisor, Barbara Rodrigues de Arruda - Compliance analyst and Maria Eduarda Almeida Ferreira de Carvalho - Compliance intern

Elsen Carvalho - CEO

COMPLIANCE WEEK

A highlight of the Integrity Program was the fourth edition of Compliance Week, Odontoprev's annual event, which in 2025 brought together 395 employees in a schedule focused on reflection and strengthening ethical culture.

This edition featured debates on tackling harassment, generational conflicts, the ethical use of artificial intelligence, and the impact of online gambling on employees' mental health.

The meeting also included the participation of the Investigation and Ethics Committee, which answered questions submitted directly by employees, encouraging dialogue and the exchange of ideas and experiences.

Raising awareness

Our Compliance team has a **Communication Plan** to spread the word about ethics and how important integrity and transparency are to everyone who works with us. Actions include monthly awareness capsules, themed campaigns, mandatory training, and dialogue meetings.

Communications address relevant topics such as the importance of compliance in supplier management; corporate reputation; internal fraud prevention; ethical channel and organizational climate; regulatory compliance; ESG and compliance relationships; and money laundering prevention.

Besides the briefs posted on the corporate intranet, there are also initiatives such as **anti-harassment training** and **Coffee with Compliance**, which aims to bring the compliance team and operational teams closer together.

Ethics channel

GRI 2-25 | 2-26 | 406-1

Odontoprev keeps the Ethics Channel as an important tool for listening, transparency, and corporate responsibility.

The channel is available to all of the Company's stakeholders and allows any conduct that is incompatible with the Code of Ethical Conduct or other corporate policies to be reported safely and confidentially.

Reports can be made anonymously or identified, and are received by an independent and specialized company, ensuring impartiality and integrity throughout the process. Complaint management is conducted by the Compliance area, which coordinates the analysis and handling of cases, jointly with the Investigation and Ethics Committee.

This committee is responsible for evaluating incidents, recommending corrective measures, and, whenever necessary, proposing disciplinary actions, ensuring that each case is dealt with seriously, confidentially, and respectfully.

The entire process is guided by the principles of impartiality, transparency, and integrity, reinforcing Odontoprev's commitment to maintaining an ethical, safe, and trustworthy environment for all its stakeholders.

To assess the channel's effectiveness and ensure that the whistleblower receives the expected response, all users of the Ethics Channel are invited to complete a satisfaction survey. Whenever an opportunity for improvement is identified, the necessary actions are implemented.

MULTIPLE ACCESS OPTIONS

Portal: Ethics channel Odontoprev;

Telephone (toll free): 0800 702 9000;

Email: canal-etico@missaocompliance.com.br;

24 hours, 7 days a week.

Occurrence classification

	2023	2024	2025
Substantiated complaints	16	16	18
Partially substantiated complaints	4	8	1
Unsubstantiated/filed complaints	21	21	13
Ongoing investigation	0	6	1
Total	**41**	**51**	**33**

Nature of occurrences

	2023	2024	2025
Moral harassment	22	28	12
Sexual harassment	2	0	3
Racism/discrimination	1	2	5
Conflict of interests	0	2	2
Fraud/bribery	1	7	5
Quality of service in areas	-	0	0
Family relationship	-	0	0
Inappropriate employee behavior	5	4	1
Irregular employee behavior	0	4	0
Internal and external rules	3	0	4
Function deviation	7	1	0
Theft	0	3	1
Total	**41**	**51**	**33**

Risk management

TCFD Risk management 1

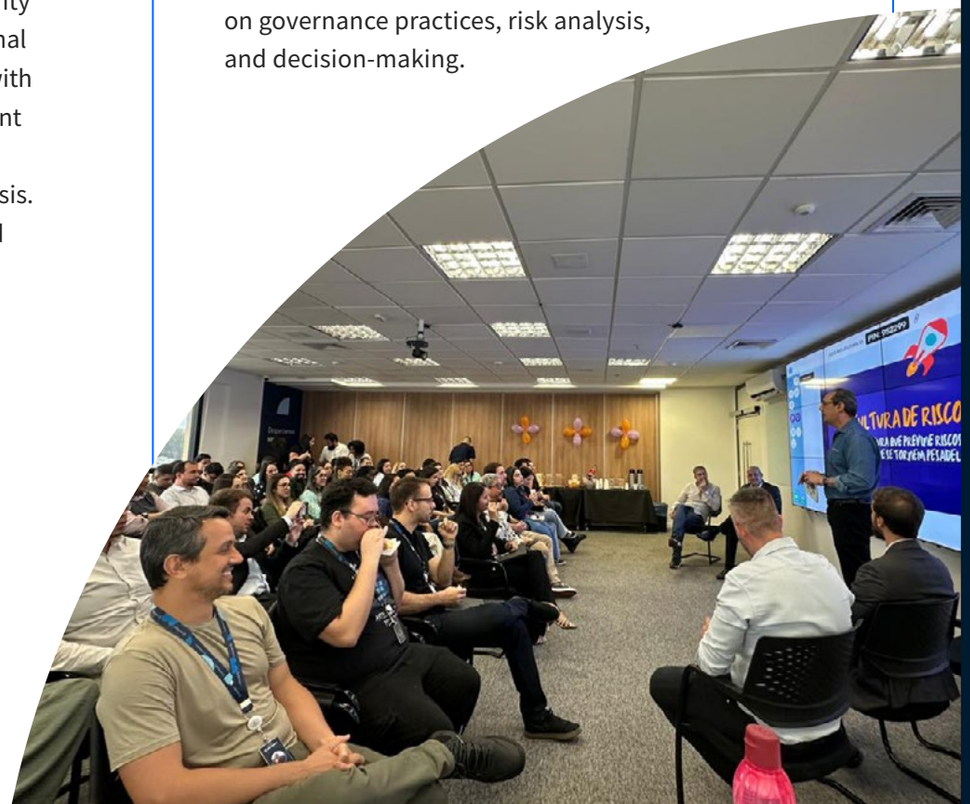
Odontoprev follows a structured and preventative approach to risk management, focused on business sustainability, financial security, and operational compliance.

This structure is supported by the integrated work of the Compliance, Risk Management and Internal Controls (GRCI), Information Security and Data Privacy (SIPD), and Internal and External Audit departments, with the support of the Risk Management Committee, which evaluates the corporate matrix on a quarterly basis. The Audit Committee analyzes and monitors the main risks, reporting them to the Board of Directors.

The model is supported by a computerized system that ensures traceability, continuous updating, and reliability of information, strengthening the Company's decision-making and response capacity in adverse scenarios.

INOVARISCO

In 2025, InovaRisco was held by the Risk Management and Internal Controls (GRCI) department, with the aim of strengthening the risk culture within the organization. The event brought together market experts, who presented their perspectives on governance practices, risk analysis, and decision-making.



Risk Management Process

Risk Identification — 1
IDENTIFIED RISKS
Risks are identified and documented throughout the organization

Risk Analysis — 2
RISKS ANALYZED
Risks are assessed in terms of probability and impact and discussed with front-line areas

Risk Categorization — 3
CATEGORIZED RISKS
Risks are classified into seven main categories

Risk Matrix — 4
FINANCIAL IMPACT
The financial impact of each risk is classified in synergy with analyses of the business areas

Management System — 5
CONTROLLED RISKS
Risks are recorded and monitored in a computerized risk management system

Continuous Updates — 6
UPDATES
The risk matrix undergoes routine updates, internal audits, and independent audits

Security and privacy

GRI 3-3 Data security and privacy | 418-1 | SASB HC-MC-230a.1

To ensure compliance with applicable legislation on the protection of personal data, including sensitive and health data, Odontoprev maintains a structured privacy and information security governance program, guided by **Privacy and Information Security Policies**, in line with the LGPD and other regulations.

These guidelines encompass topics such as information classification, access control, incident response, consent management, international data transfer, and third-party involvement, ensuring the confidentiality, integrity, and availability of information.

Management of this issue is supported by the **Data Inventory**, which ensures documentation, control, and traceability of the data processed, as well as by the Privacy Portal, which promotes transparency and the exercise of data subjects' rights.

The Company continuously monitors performance through objectives, targets, and indicators, conducts periodic audits and tests, and maintains a formal incident response plan integrated with crisis management and business continuity.

In 2025, the Company carried out the **SOC 2 Type II** assurance process through an independent audit, strengthening the continuous improvement of its processes and expanding compliance with internationally recognized criteria for assessing controls related to information security, availability, and confidentiality.

During the reporting period, there were no complaints related to privacy violations or loss of customer data.

PRIVACY PORTAL

The Company operates a Privacy Portal accessible to all audiences, bringing together the main policies and guidelines related to the topic, as well as offering an exclusive channel for clarifying questions and requests.

To learn more, visit the link.

Culture and engagement

The Information Security event, led by the Information Security and Data Privacy (SIPD) department, promoted activities to raise awareness about data protection, privacy, and cybersecurity, with thematic panels and fun activities aimed at strengthening risk perception, and encouraging employees to adopt safe practices.

Data security and privacy

SASB HC-MC-230a.1

How we manage the lifecycle of collected data

COLLECTION IS RESTRICTED TO THE BARE MINIMUM REQUIRED

Customers are informed about the purposes and legal bases and, when necessary, consent is formally recorded and managed.

USE AND PROCESSING

Exclusive use for legitimate purposes, with access controls, segregation of system profiles, centralized identity management, periodic review of access, and geolocation restrictions.

SHARING

All sharing complies with internal policies, contractual agreements, and legal requirements.

STORAGE AND RETENTION

Retention follows periods defined in the Retention and Disposal Policy, considering operational needs, legal obligations, and regulatory expectations. Excessive or unnecessary data is deleted or anonymized.

DISPOSAL AND DESTRUCTION

Secure methods of record disposal are applied, both electronically and physically, ensuring that the information cannot be recovered.

Suppliers

GRI 2-6 | 2-24

We have a network of suppliers and service providers who contribute their expertise, technologies, and essential inputs to the development of our operations.

Currently, our supplier base consists of 1,322 brazilian and two international suppliers, predominantly made up of consultancies specializing in information technology (IT), human resources (HR), marketing, and building maintenance services.

In 2025, spending on suppliers totaled approximately R$665 million.

Felipe, Wellison and Guilherme – Data Science Analysts

Hiring and evaluation routines

Hiring is conducted through pre-determined, objective criteria, such as competitive bidding or price quotations, in addition to technical qualification, which ensure the optimal cost-benefit ratio and the best and most suitable service provision.

Our supplier approval and registration process is conducted by a third-party partner, which performs audits adhering to specific regulations adapted to the risk and individual characteristics of each applicant.

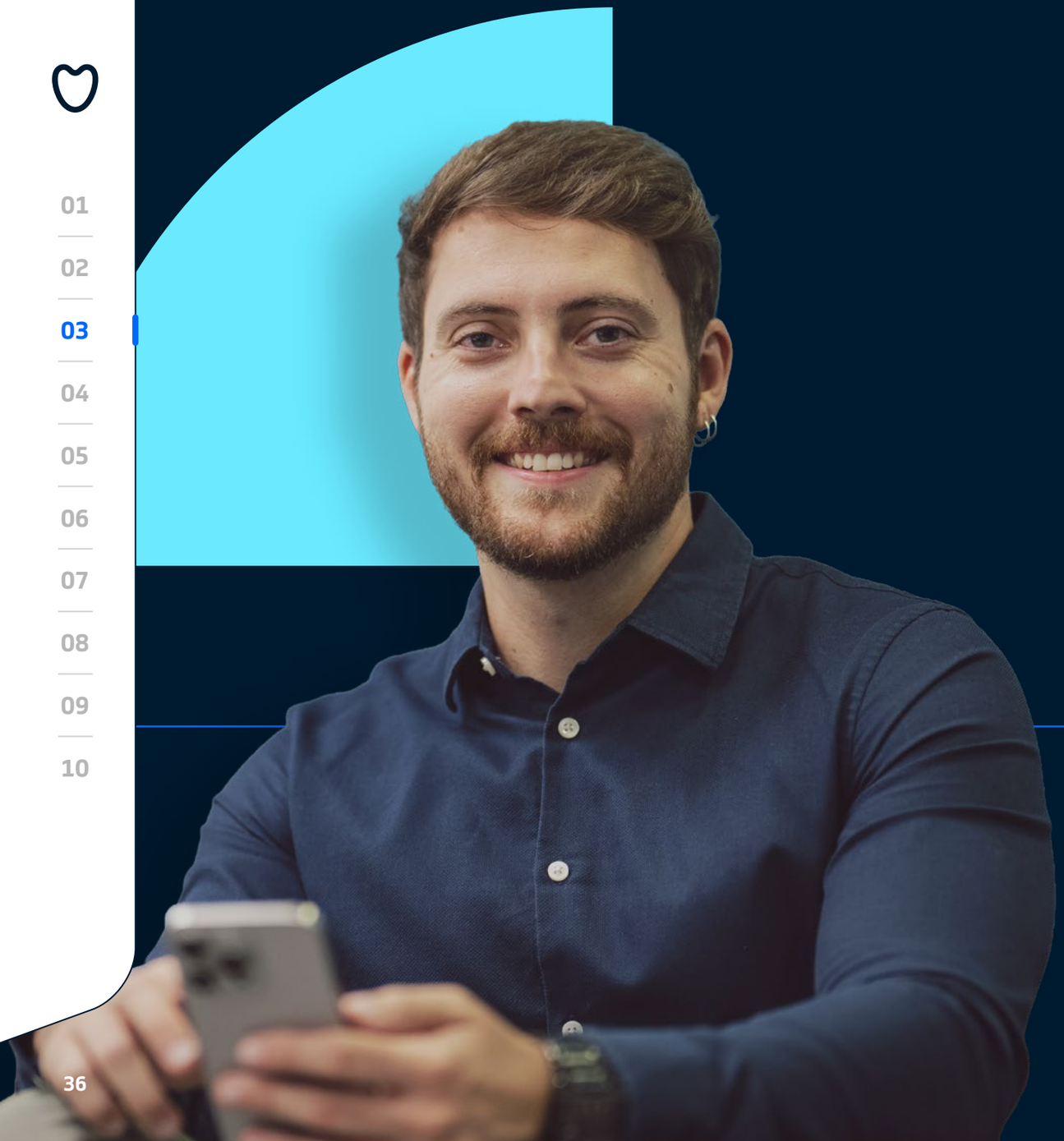
The assessments, conducted annually, include automated queries to various public databases to obtain information regarding probity, compliance with labor obligations, financial restrictions, government relations, processes related to money laundering, media exposure, and other relevant aspects.

To reinforce our commitment to sustainable practices, all new and active suppliers undergo a socio-environmental questionnaire assessing ESG criteria. Those failing to meet the established standards are deactivated.

Celebrating best practices

In 2025, we held our first Supplier Recognition Event, the result of three research cycles conducted with our supply chain. Evaluations were based on five pillars: Service, Delivery, Innovation, Quality, and Compliance.

The event was attended by 20 outstanding suppliers, divided into 12 categories. In addition, we had the participation of internal teams from the Commercial, Legal, and Sustainability areas, who presented the Company's main indicators.



Driving results

Financial and operational performance 37

Augusto Scifoni Bascchera - Sustainability analyst

odontoprev

Financial and operational performance

In 2025, Odontoprev continued its growth trajectory, driven by **consistent value creation, combining business expansion with disciplined cost management and a focus on operational efficiency.**

Results

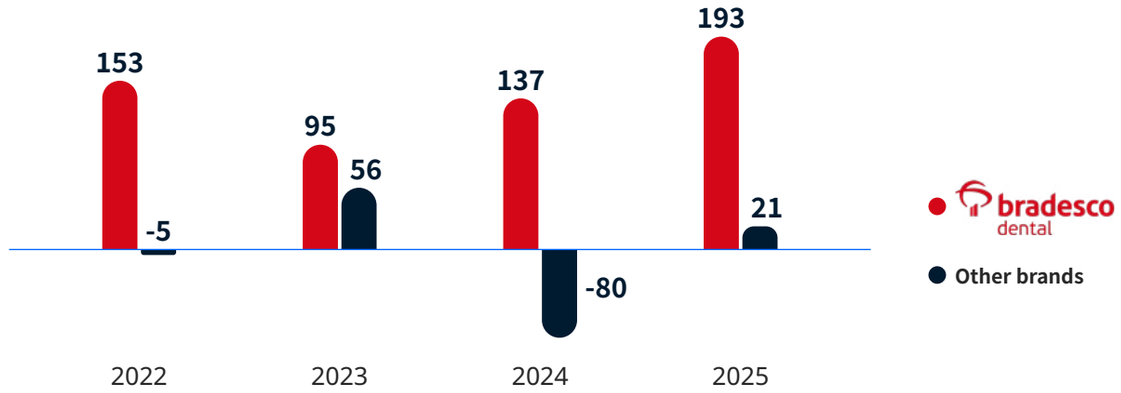
At the end of the period, the Company had 9.3 million beneficiaries, with a net addition of 339,000 customers for the year. The corporate segment contributed 166,000 new lives, while plans for Small and Medium-Sized Enterprises (SMEs) added 214,000 new customers, 193,000 of whom were under the Bradesco Dental brand.

The Bradesco Dental brand, the best-selling in recent years, currently accounts for 52% of the consolidated beneficiary portfolio, with a particular focus on the SME segment, where it reaches 81% of total beneficiaries. This highlights the importance of the banking channel in the Company's growth strategy, as it expands commercial reach and accesses a still largely untapped market of small and medium-sized enterprises, which is now emerging as one of the main avenues for growth in the sector.

In the final results, the Company reported net income of R$550 million in 2025, with a net margin of 23%, one of the highest in the Brazilian supplemental health sector. Adjusted EBITDA was R$ 741 million, with the EBITDA margin expanding to 31%, the second-highest recorded since the IPO in 2006.

SME: Net additions from Bradesco Dental and other brands

Thousand lives



Key business metrics

	2023	2024	2025
Net Revenue (NOR) (R$ thousand)	2,142,695	2,269,786	2,389,891
Number of beneficiaries	8,617,993	8,924,269	9,263,729
Average ticket (R$/member/month)	21.4	21.8	22.2
Cost of services (R$ thousand)	849,303	871,436	930,284
Dental care ratio (%)	39.6	38.4	38.9
Adjusted EBITDA (R$ thousand)	647,383	694,395	741,158
Adjusted EBITDA margin (%)	30.2	30.6	31.0
Net income (R$ thousand)	536,554	533,581	550,458
Net cash (R$ thousand)	992,149	913,403	713,168

Non-corporate segment

Since its founding, the Company has been implementing a pioneering strategy to expand access to oral health care, based on offering affordable products and distribution channels capable of reaching populations that have historically been underserved by the sector.

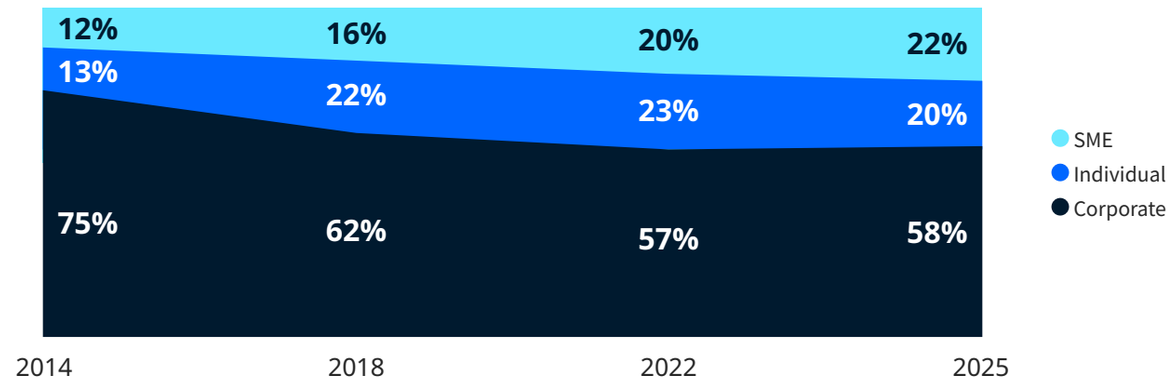
Within this context, the strategic individual plans segment—which includes SME and individual plans—remains one of the main drivers of revenue and patient growth. Since 2014, this segment has shown average revenue growth of 12% per year, expanding its share of the portfolio and accounting for 42% of consolidated revenue in 2025, up from 25% in 2014.

Furthermore, the plans sold in this segment have an average ticket price roughly twice that of corporate plans, driven by the Company's exclusive banking distribution channels, which expand penetration into niche markets with less competition and margins above the industry average.

This trend is also reflected in operating performance. For SME and individual plans, the loss ratio remained below 30%, significantly lower than the approximately 50% level observed in the corporate segment.

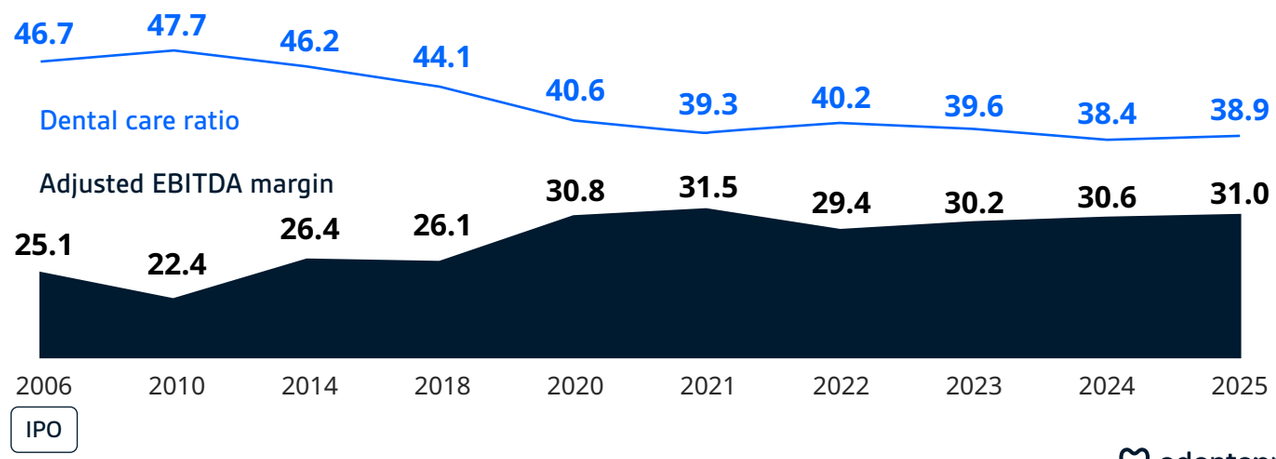
Evolution of net revenue by segment

% NOR



Loss ratio and Adjusted EBITDA Margin since IPO

% NOR



Zero debt, cash flow generation, and shareholder returns

ODPV-28 | ODPV-29

Over the past few years, Odontoprev has sought to balance investments in growth and innovation with a responsible shareholder return policy, thereby strengthening market confidence and expanding its investor base in Brazil and abroad.

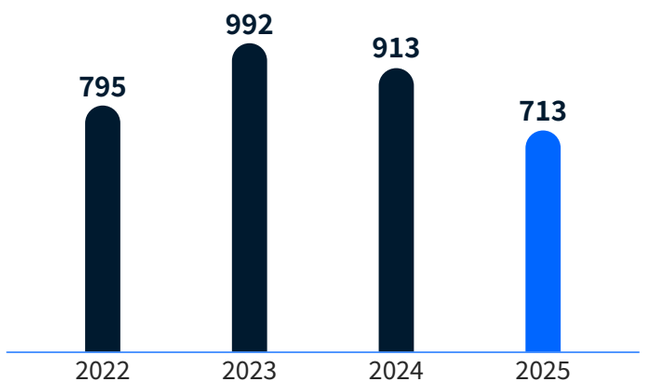
The year 2025 saw strong cash generation, ending the period with R$713 million in cash after paying R$413 million in dividends and interest on equity, while maintaining a debt-free capital structure.

The number of shareholders grew compared to 2024, reflecting the expansion and diversification of our investor base. The total number of individual shareholders rose from 47,500 to 59,838, while the number of institutional investors increased from 459 to 516.

The payout ratio for the period was 83%, comprising R$338 million in dividends, R$105 million in interest on capital, and R$13 millions in share buybacks.

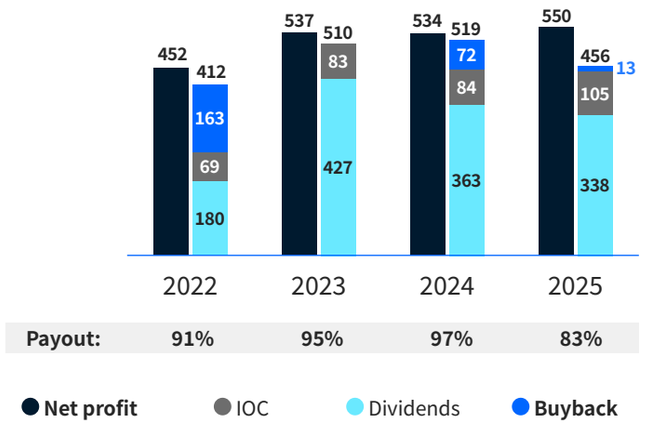
Net cash, zero debt

(in million)



Shareholder remuneration since 2022

R$ million | Competency criteria



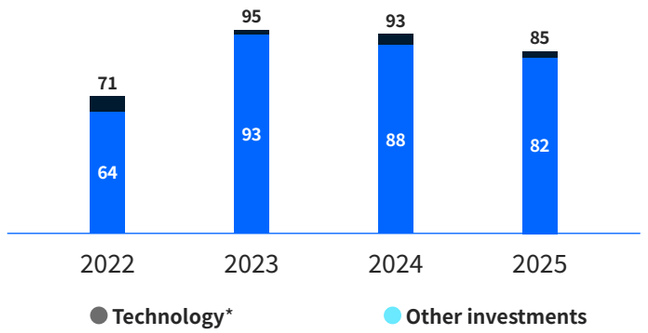
Investments

With annual CAPEX focused primarily on technology, the Company has prioritized process digitization, automation, and operational scale, thereby expanding its service capacity and quality control. This technology agenda represents one of Odontoprev's key competitive advantages and a cornerstone for sustaining efficient growth in years to come.

In 2025, investments in technology reached R$82 million.

CAPEX: Technology is the top investment priority

R$ million



** Systems development, procurement, and licensing of software and computer equipment.*

Technology and innovation

Technology 41
Innovation 43

Anna Caroline Lima - Team Leader of non-corporate segment operations

Gustavo Matos - Business analyst

Technology

GRI 3-3 Technology and Innovation | ODPV-1

Technology allows us to connect beneficiaries and dentists in an efficient and personalized way.

Management of this area is guided by policies and guidelines on technology governance, cybersecurity, and change management, complemented by the Information Technology Master Plan (PDTI), which establishes priorities, investments, and semi-annual goals.

In 2025, investments in technology totaled over R$82 million (learn more on page 39), about 96% of its total CAPEX for the year. These funds were primarily allocated to improving our infrastructure and optimizing processes on our proprietary technology platform, resulting in significant gains in beneficiary satisfaction.

Proprietary technology platform

Odontoprev's proprietary technology platform plays a central role in our business model. Unique in the market, this technology integrates all dental procedures performed by the accredited network, connecting partner dentists directly to our internal team of quality management specialists and on-call consultants. This integration allows for a comprehensive audit of treatments, ensuring transparency, safety, and quality of care.

In 2025, the use of artificial intelligence in the clinical system, with automated validation of procedures by imaging, reached 60% of checks in over 2 million monthly procedures.

Features of the proprietary technology platform

ACCREDITED NETWORK MANAGEMENT

Efficient management of over 28,000 partner dentists, with robust logistics and responsive customer service.

PROCEDURAL AUDIT

Detailed analysis of the procedures performed by each dental surgeon, ensuring continuous monitoring of service quality.

PERSONALIZED ELECTRONIC MEDICAL RECORD

Access to each beneficiary's consolidated history, facilitating the monitoring of dental care and generating valuable insights for ongoing care.

STRATEGIC ACTUARIAL CONTROL

Ensuring a balanced and healthy loss ratio for our client portfolio.

FRAUD MANAGEMENT

Measures to detect and prevent fraud, ensuring integrity and operational security.

PREDICTIVE ANALYTICAL MODELS

Customer retention tools, with predictive analytics to improve loyalty indicators.

RESULTS & HIGHLIGHTS

530,000+ automated hours (since 2018)

R$20+ million in manual costs avoided

6.8+ million items processed (per month)

24 areas served with the platform's features

Innovation

GRI 3-3 Technology and Innovation

Being a leader in the industry requires us to understand market trends, identify new opportunities, and transform knowledge into solutions that enhance the experience of our audiences and strengthen the provision of dental services.

To this end, we have an **Innovation Department** that acts as a driving force for transformation, exploring opportunities for continuous improvement and seeking to develop an organizational culture that is open to experimentation, learning, and collaboration, encouraging employees to think creatively and contribute to innovative solutions that meet the current and future needs of Odontoprev and its customers.

In 2025, we continue to intensely drive this agenda forward. See the highlights below.

Innovation Department

Driving the business forward

In recent years, we have consolidated a structured innovation model that allows us to continuously evolve our business model and prepare Odontoprev for new growth opportunities.

At the core of this effort is our **new business pipeline**, which systematically organizes the entire process of research and trend identification, hypothesis testing, and development of new business models.

The Innovation Department leads the initial phases of this flow, exploring problems, mapping behaviors, and conducting tests that help us confirm real market opportunities. From there, the most promising initiatives move on to the New Business Department, which deepens modeling, structures pilots, evaluates scenarios, and prepares growth solutions.

In 2025, over 50 business opportunities were identified. Ten of these moved on to the in-depth analysis and testing stage, with the potential to become new products and businesses for the organization in the future.

388,000+ hours
in operational efficiency gains.

7,000+ hours
in training and capacity building.

Data-driven culture

The implementation of a data-driven culture has transformed the way Odontoprev operates, ensuring greater efficiency, accuracy, and accessibility to data. Through a robust data lake, we consolidate strategic information from several areas, centralizing access and facilitating more efficient governance, which accelerates agile and informed decision-making.

With a solid technological foundation, the Company has strengthened its data governance, ensuring the security, confidentiality, and integrity of information, in full compliance with the LGPD.

We also believe that promoting a data-driven culture, with ongoing training and encouraging research, helps Odontoprev grow strategically, boosting its analytical capabilities and keeping it in line with market trends and demands.

Isabella Barbosa da Costa - Auditor and Maysa Souza Azevedo Maciel - Audit supervisor

Preparing teams for the age of Artificial Intelligence

Faced with the fast-paced growth of artificial intelligence and automation, we developed a learning track called **JeDados**, structured collaboratively with the business areas and with a gamified approach.

The initiative aims to empower our teams to think, work, and make decisions guided by Data, Analytics, and AI, strengthening our innovation strategy and encouraging the use of new technologies as a means to generate value, efficiency, and competitiveness.

Over 40% of employees have already participated in JeDados Academy initiatives. Currently around 46% use generative AI solutions in their work routines, demonstrating the advancement of data-driven culture and the internalization of these skills within the organization.

Open innovation

Aiming to develop swift solutions aligned with business demands, we established strategic connections with startups, accelerating learning and preparing initiatives with high potential for scaling.

During the period, we maintained a focus on efficiency, quality, and the experience of our stakeholders. In this regard, we expanded internal engagement by directly involving 11 areas in testing, intensified the assessment of new technologies, and advanced the development of seven proofs of concept within our open innovation pipeline. In total, we established more than 40 connections with startups, which led to meaningful insights and contributed to strengthening the maturity of our innovation journey.

HackaDonto

HackaDonto is our open innovation and creativity marathon, created to conceive, develop, and prototype solutions for Odontoprev's strategic challenges.
The initiative reinforces the connection between intrapreneurship and open innovation, inviting employees to take the lead in developing ideas that can transform processes, journeys, and generate business opportunities.

In 2025, the program took on a new format, more collaborative and connected to the innovation ecosystem. For the first time, we brought together the creative minds of our employees with selected startups, expanding our capacity for experimentation and speed in creating solutions.

Last year's edition brought together 16 employees and six startups, resulting in six prototypes. Some of the projects have moved on to testing and may in the future become solutions to boost business.

Inova 360

Inova 360 is our main hub for content on innovation, trends, and technology, bringing together monthly podcasts, videos, articles, courses, events, and case studies that expand our employees' repertoire and provide an up-to-date view of the movements influencing the healthcare sector and the business world.

With over 241 articles, 53 editions, thousands of views, and hundreds of hours of accumulated reading, Inova 360 has established itself as a reliable and accessible source of insights on artificial intelligence, data-driven culture, digital transformation, and emerging practices.

Innovation Trail

Through the Innovation Trail, we expose our team to new ways of thinking, expanding repertoires and bringing employees closer to the topics that are shaping the future of business. The program promotes monthly meetings open to the entire Company, bringing together lectures, workshops, special events, and visits to technology hubs led by experts and market references.

In 2025, the program grew, attracting more employees and increasing the number of sessions held. This strengthened its presence as a relevant space for exchange and learning and consolidated it as one of the company' s main internal initiatives to foster and disseminate a culture of innovation at Odontoprev.

During this period, 14 meetings were held, totaling 34 hours of content and over 1,700 participants.

Innovation Recognized by the Market

Last year, we were featured in important national awards that recognize organizations with solid innovation practices.

Inovativos Award

We won **first place in the Inovativos Award**, in the Shopping Journey category, with an artificial intelligence case study that stood out among more than 150 initiatives evaluated by a multidisciplinary panel.

Valor Brazil Innovation Ranking

We **ranked second in the Valor Brazil Innovation Ranking**, in the Insurance and Health Plans category, and were listed among the 60 most innovative companies in the country, an award promoted by Strategy& (PwC) and Valor Econômico.

Innovative Company Award

We were in the **Top 5 of the Innovative Company Award**, from the Synapse Institute, which celebrates organizations that drive innovation both internally and collaboratively with the market.

TOP Open Corps

We ranked among the **top four companies** that invest most in open innovation in the healthcare sector, highlighting our role in strengthening the national innovation ecosystem.

Rodrigo Faria - Business intelligence and Business manager, Ana Helena Balan Zilla - Innovation analyst and Gabriel de Deus Rocha - Innovation supervisor

Renato Costa - Director of IT, marketing and sustainability, Gabriel de Deus Rocha - Innovation supervisor, Rodrigo Faria - Business intelligence and Business manager and Pâmela de Oliveira Pereira Freitas - Customer service manager

Presence and care: the beneficiary at the center

Beneficiary profile 50
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Loyalty 56

Larissa Matos – Human Resources Manager

Beneficiary profile

GRI 3-3 Expanding access to dentistry | SASB HC-MC-000.A | HC-MC-240a.4

We employ a beneficiary-centered strategy, placing them at the heart of all our actions. The goal is to provide a unique, high-quality experience for each of our audiences, supported by robust technological infrastructure, a qualified team, and a network of strategic partners.

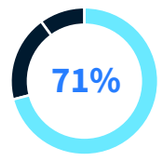
We offer a broad and diverse portfolio of dental plans, with more than 800 options registered with the National Supplementary Health Agency (ANS), ranging from basic preventive and oral health care plans to premium alternatives with exclusive benefits and high-standard services.

Bradesco, our controlling shareholder, is one of the main partners in this distribution. Through the Bradesco Dental brand, we strengthen the reach of our offering by leveraging the bank' s own network — including branches, digital channels, and its customer base across the country.

For more information on the evolution of customer portfolios, visit page 98.

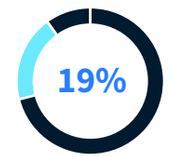
Beneficiary profile

9+ MILLION BENEFICIARIES



of the total portfolio

CORPORATE
(over 200 beneficiaries)
We serve large companies that offer dental plans as a benefit to their employees. In this segment, we offer exclusive and personalized service, with direct interaction between our team and the companies' Human Resources departments, ensuring solutions tailored to the needs of each organization.

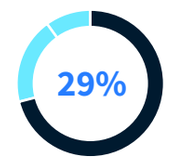


of the total portfolio

SME
(3 to 199 beneficiaries)
For this audience, our services are mainly offered through exclusive banking channels and partner brokers, providing easy and advantageous access to dental plans.

of the total portfolio

INDIVIDUALS
(Individual plans)
This segment has access to our portfolio through several distribution channels, such as department stores, banking platforms, e-commerce, and health insurance plans, allowing individuals to find the solution that best suits their oral health needs.



MASS MARKET SEGMENT (SMEs + Individuals): Comprising the SME and Individual Plan segments, the non-corporate segment is one of the Company's main focuses. It stands out for its higher average ticket and more attractive margins.

Non-corporate segment strategy

SASB HC-MC-240a.4

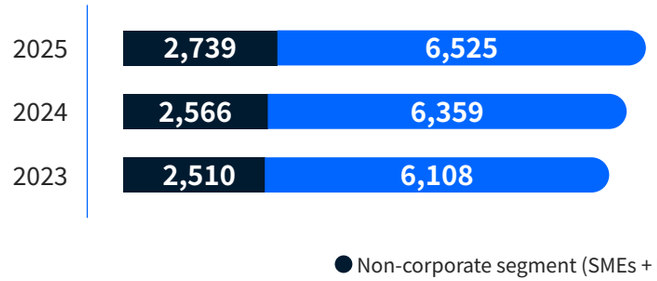
One of the aspects that sets us apart from other players in the market is our focus on **mass market segment**, which include small and medium-sized enterprises and individual plans.

This market segment has very attractive features from a commercial standpoint, such as higher average ticket, fewer competitors, faster growth compared to the corporate segment, and higher contribution margins.

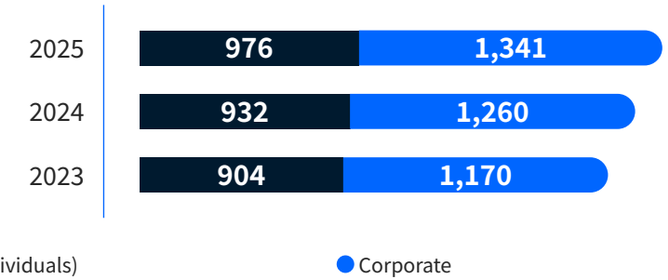
Another strategic factor is that products aimed at the non-corporate segment impose significant barriers to entry for new competitors, since operating in this market requires scale and quality of distribution; credit risk management for small or individual customers; the ability to minimize adverse selection risk; and management technology.

Odontoprev is also a leader in this segment and ended 2025 with 2.7 million beneficiaries in the non-corporate segment.

Evolution of number of beneficiaries
(thousand members)



Net revenue Evolution
(R$ millions)



Juliano Escosa Montroni – Systems Development Manager

Distribution channels

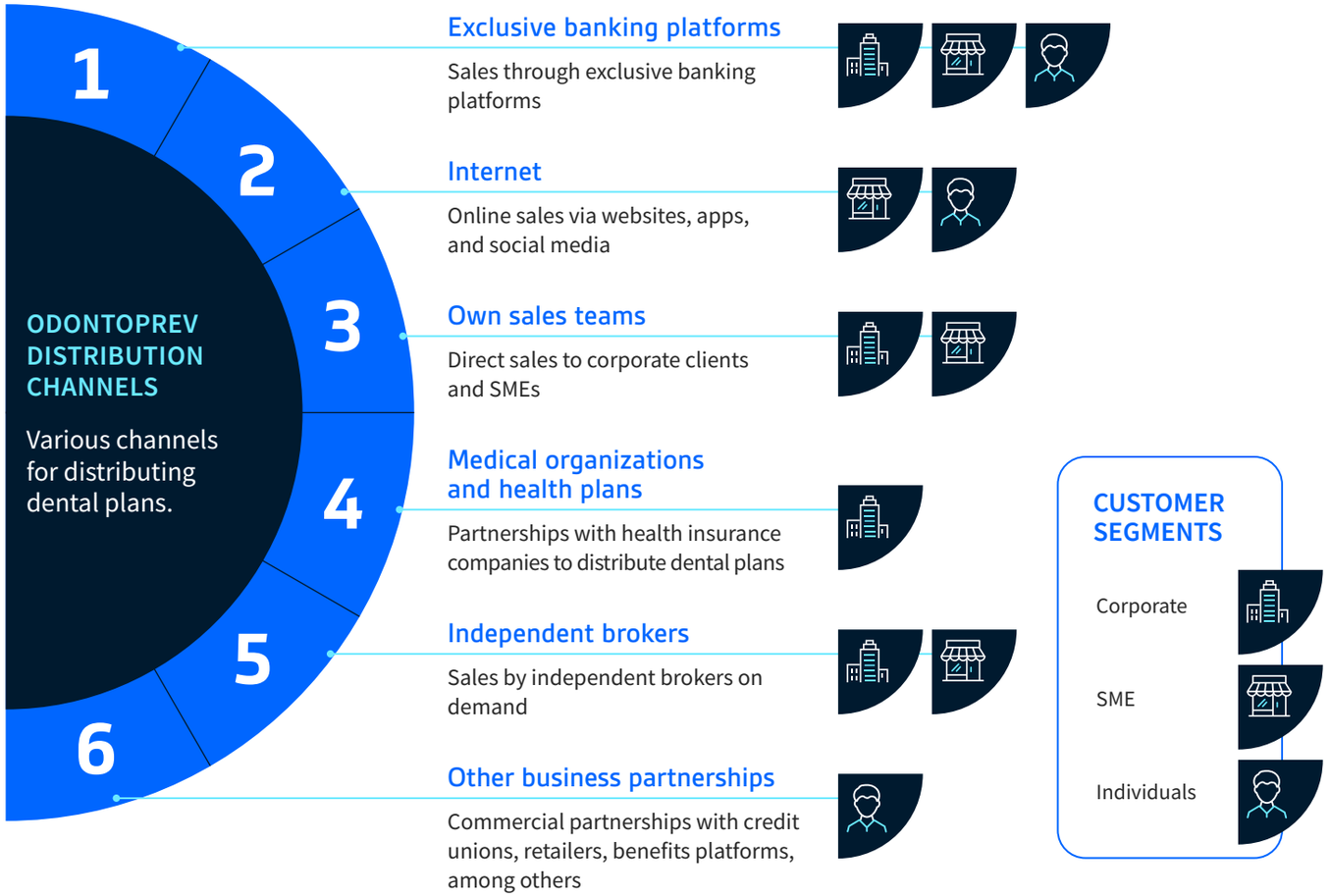
GRI 2-6 | 2-29 | SASB HC-MC-240a.4

We have embraced a smart segmentation strategy for marketing our dental plans, ensuring accessibility to all audiences through a variety of sales channels. Our multi-platform channels approach is one of our key competitive advantages, expanding our market presence and improving the consumer experience by offering more flexibility in choosing how to sign up.

This strategy involves a combination of digital platforms, our own sales team, and partnerships, ensuring that our dental plans are accessible in an efficient and practical manner, meeting the needs of different audiences and regions.

Bradesco, our controlling shareholder, is one of our main allies in distribution. Through the Bradesco Dental brand, we have been able to strengthen the reach of our offering, expanding the scope of our dental plans through its extensive network of bank branches, digital channels, and customers throughout Brazil.

Distribution channels and target audiences



Health promotion

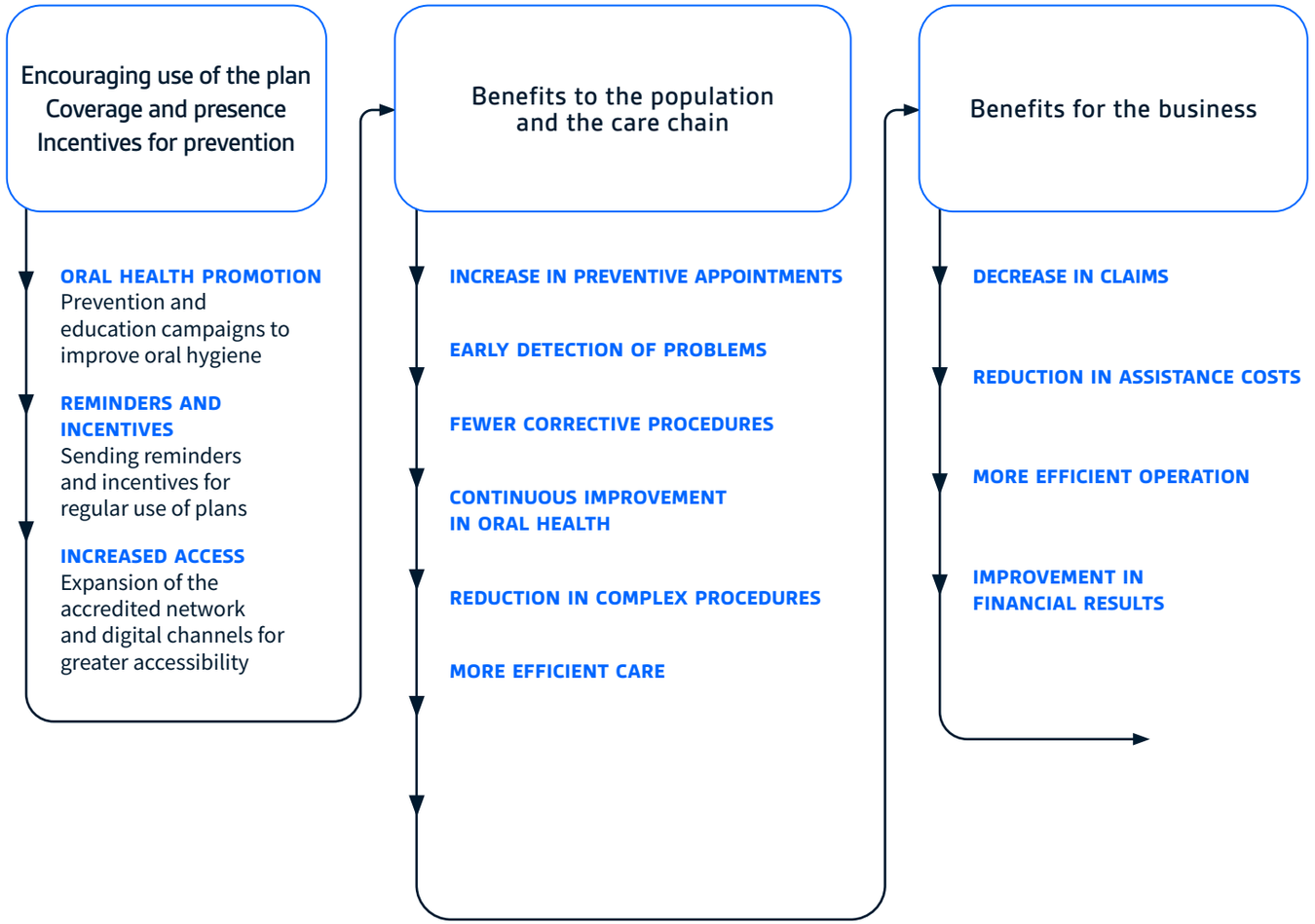
GRI 3-3 Expanding access to dentistry | SASB HC-MC-260a.4

We have developed several initiatives focused on promoting oral health, with actions aimed not only at treatment, but mainly at prevention. Our strategies include regular reminders and incentives to use dental plans, encouraging beneficiaries to attend regular and preventive appointments.

Furthermore, we work to expand access to quality oral health care, with a special focus on different regions of Brazil. This is possible thanks to our extensive network of accredited dentists and the use of digital channels, which make the service more accessible and efficient for our beneficiaries throughout the country.

The impact of these initiatives is directly reflected in our loss ratio: by strengthening preventive actions, we reduce the need for corrective and emergency procedures, decreasing more complex and costly interventions. This encouragement of regular use of plans and continuous care improves the oral health of beneficiaries and, at the same time, optimizes our operating costs, contributing to better results for the Company (learn more on page 13).

Impact of oral health actions on beneficiaries and the business



Integrated service

GRI 3-3 Relationships with customers and beneficiaries

Odontoprev's customer service journey is constantly evolving to ensure that each beneficiary receives quick answers, clear guidance, and consistent support, regardless of the channel chosen.

Over the last few years, we have improved integration between voice, portal, app, WhatsApp, chatbot, and other interfaces, strengthening resolution, reducing complaints, and increasing beneficiaries' autonomy to choose the channel that best suits their needs.

At the heart of this strategy is Customer Relationship Management (CRM), which consolidates all interactions on a single platform, ensuring a complete view of the journey, traceability, and security. This centralization allows us to offer personalized solutions and maintain consistency of experience, regardless of the point of contact.

Omni care

ACCESSIBILITY

We offer 24-hour customer service in Brazilian Sign Language through our digital channels, ensuring inclusion and autonomy for different customer profiles.

Award-winning customer service

TOP OF MIND HR
We were voted, for the 23rd time, as the most recalled operator in the dental care segment.

RECLAME AQUI AWARD
We were winners, by popular vote, of Reclame Aqui 2025, one of the most relevant distinctions in customer service, reputation, and experience in Brazil.

EXPERIENCE AWARDS
We have received the Experience Awards 2025, which recognizes companies based on direct consumer perception.

Improvements in the customer service journey

Improvement of the reimbursement process

Over the past year, the reimbursement process has become simpler, faster, more transparent, and more efficient, following a number of improvements implemented in the application.

The update now allows larger images to be sent, ensuring greater legibility and accuracy in analysis. The sending of PDF documents has also been enabled, improving the quality of files received and reducing the need for resubmission.

Beyond these innovations that are already available, we're moving forward with implementing image classification AI, which identifies illegible documents and guides the beneficiary before submission. This will increase accuracy and speed up the entire audit process.

Digital Token Implementation

During this period, Odonto Token updated the way procedures are validated, improving the digital signature process and reducing the need for physical signatures.

Now, beneficiaries can validate the procedures performed in the app itself, making the process quick and hassle-free.

This feature enhances data security, reduces fraud, improves the beneficiary's experience, and offers more privacy to dental professionals. Additionally, the token has reduced the number of printed forms, generating operational and environmental gains.

Using WhatsApp: more experience, speed and problem solving

In 2025, WhatsApp established itself as one of Odontoprev's main relationship channels, providing greater convenience and closer contact with beneficiaries. Besides facilitating contact, the platform increased customer reengagement, enabling the sending of appointment reminders, service updates, and quick tips for dental care.

The use of the channel promoted an increase in self-service retention, generating 540,000 service protocols and impacting 293,000 beneficiaries. Additionally, the channel contributed positively to satisfaction rates, which reached 88.4% in self-service.

Advances in artificial intelligence in customer service

As if the improvements in the customer experience brought about by the implementation of the Digital Token, advances in reimbursement, and the consolidation of WhatsApp were not enough, real-time analyses of “customer sentiment” have been put into operation, indicating to the customer service representative during the conversation whether satisfaction is increasing or decreasing, allowing them to immediately adjust their tone and approach.

This technology stood out in the sector and became a finalist in the national awards of the Brazilian Teleservices Association (ABT).

Satisfaction

GRI 3-3 Expanding access to dentistry | Relationships with customers and beneficiaries | ODPV-10

We continuously monitor our audiences' perceptions using tools such as the Net Promoter Score (NPS) and the General Satisfaction Index (IGS). The surveys are conducted anonymously by independent institutions, ensuring neutrality in the evaluation. These indicators guide operational decisions and point to opportunities for improvement throughout the customer journey.

To underscore the importance of this commitment, the IGS score, which is based on evaluations by customers, beneficiaries, dentists, and the ANS complaint index, is part of the Profit Sharing Program (PPR). The metric influences the variable compensation of all employees, including directors.

In 2025, our IGS showed a slight decline compared to last year, reaching 8.25. The NPS, on the other hand, maintained an upward trend, reflecting greater satisfaction among beneficiaries, especially in relation to the service provided by the accredited network.

Loyalty

In 2025, we moved forward with retention and loyalty initiatives that combine data analysis, personalization, and operational efficiency to reduce churn and increase customer retention in our base.

In the universe of end beneficiaries (SMEs and individuals), we have moved forward with strengthening the **Churn Reduction Laboratory**, a permanent structure dedicated to continuously testing and validating initiatives capable of increasing retention. In this environment, actions proposed by different areas undergo controlled experiments, and those that have a positive impact are permanently incorporated into the operation. This nimble model allows us to respond quickly to signs of cancellation and keep our strategies up to date.

Cesar Augusto Caldin Picerni - Business analyst

Partnership that generates value: our accredited network

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Support and development of the accredited network..... 62
Combating and preventing fraud 64

Maria Gabriela - Secretary and Gabriel Araujo - Receptionist

odontoprev

Relationship with the accredited network

GRI 2-29 | 3-3 Relationship with the accredited network

Odontoprev operates the largest accredited network of dentists in the country comprising more than 28,000 professionals in 2,500 municipalities.

This widespread network expands access to dental care and facilitates the journey of beneficiaries throughout Brazil. At the same time, it requires structured management that integrates planning, execution, and speed to strengthen partnerships with professionals and ensure the quality of daily care.

Evolution of the accredited network

Year	2023	2024	2025
Number of beneficiaries	8,617,695	8,924,269	9,263,729
Beneficiary per dentist ratio	319	331	331

The network is managed by the Clinical-Operational Board and follows the guidelines of the **Accredited Network Management Process Policy**, which provides rules and procedures applied by the responsible teams. The document establishes practices that ensure transparency, predictability, and safety, strengthening the joint action between the Company and dentists.

In 2025, we strengthened our relationship with our accredited network, expanding dialogue, transparency, and engagement with dentists who serve our beneficiaries across the country. One of the main advances was the creation of regional forums and active listening focus groups, called COMsenso Meetings, which allowed us to discuss specific needs, align expectations, and build solutions together.

These meetings were complemented by in-person training sessions focused on technical development and reinforcing service guidelines, promoting greater consistency and proximity with professionals.

COMSENSO MEETING

In 2025, we expanded our active listening agenda with the creation of COMsenso, a structured space for deepening technical dialogue with the accredited network. Throughout the year, we have held two COMsenso Meetings at the Company's headquarters, bringing together specialists who work directly in the line of care for beneficiaries.

These meetings promoted the exchange of experiences, scientific alignment, and joint review of the criteria used in the evaluation of treatments. In addition, the discussions brought insights from clinical practice, highlighted challenges, and pointed out opportunities for improvement in care flows.

Relationship with the accredited network

Odontoprev structures its relationship with its accredited network based on a partnership model that recognizes the autonomy of dentists and supports their professional development. This model ensures that each professional can conduct their agenda freely, while enjoying benefits that strengthen their clinical practice and enhance the quality of care offered to beneficiaries.

In 2025, we expanded our recognition initiatives, reinforcing the essential role of dentists in delivering quality care. Among the actions taken, we highlight the distribution of over 20,000 dental material kits, the promotion of Regional Forums, the delivery of lab coats in celebration of Dentist Day, and the adjustment of specialist compensation. We also strengthened our integration agenda with group welcome sessions, held at headquarters and branches, which present our processes, facilitate adaptation and bring new Company affiliates closer together.

We also promoted initiatives focused on the well-being of the network, inviting dentists to cultural and sporting events, such as musical and theatrical performances.

- Flexible and personalized compensation, which values experience, professional qualifications, and individual performance
- Access to Dental Partner dental supplies at no cost through the points program
- Continuing education, with access to training and capacity-building programs
- Management tools, such as discounts on the purchase of Easy Dental software, which helps organize dental offices and digital medical records
- Virtual medical records containing beneficiaries' clinical information
- Support provided by consultants

Quality management

GRI 3-3 Safe, high-quality dental care | ODPV-11

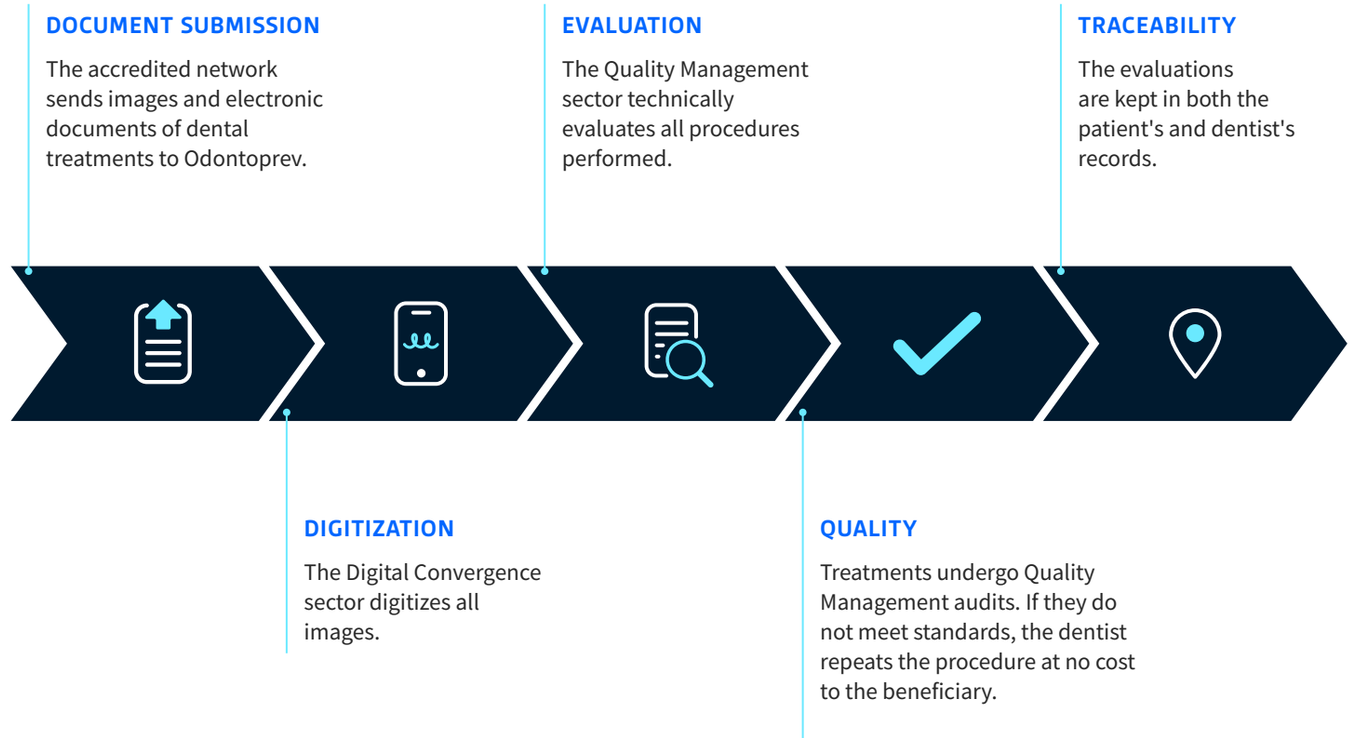
Quality Management ensures the safety and standardization of 100% of dental treatments performed by the accredited network. The area brings together specialists from different dental specialties, who are not part of the accredited network, but are part of the internal team dedicated to quality management. Besides working in the area, these professionals have their own clinical practice, which helps keep processes aligned with the most current market practices.

They are responsible for clinical analyses that ensure the accuracy and integrity of each service, including the pre-approval of complex procedures, payment management, monitoring of non-conformities, and conducting initiatives aimed at the development of the accredited network.

Quality Management activities are guided by the **Quality Management Policy**, which defines the parameters for analyzing the documentation produced during consultations, regulates digital convergence processes, and sets guidelines for payments to the accredited network and beneficiaries.

In 2025, this team assisted with more than 40,000 services per day.

Stages within the proprietary technology platform



Gold seal in ANS accreditation

We have reached a historic milestone by becoming the first exclusively dental operator in the country to achieve Level 1 – Gold in the Operator Accreditation Program of the National Supplementary Health Agency (ANS).

The recognition, granted after an independent audit conducted by A4Quality Healthcare, represents the highest level of certification provided for in Normative Resolution No. 507 and reinforces the Company's commitment to governance, transparency, and quality in dental care management.

The accreditation rigorously assesses best practices in organizational and care management, considering criteria such as corporate strategy, governance, people management, technological infrastructure, financial management, risk management, process efficiency, and quality of the relationship with the accredited network. Communication with beneficiaries, satisfaction metrics, and the maturity of dental health management models are also analyzed.

The Gold Seal was made possible by the participation and collaboration of over 40 internal areas over three years and by a cycle of investments aimed at strengthening quality management. Among the main advances are technological upgrades, ongoing training and capacity building for teams, the review and formalization of critical processes, the adoption of new tools, and the creation of mechanisms that ensure full compliance with the standard's requirements.

These advances boost the confidence of customers who seek competitive advantages based on safety, quality, and governance, and reaffirms Odontoprev's commitment to offering qualified care, supported by solid processes and a culture that values quality at every stage of the dental journey.

Support and development of the accredited network

Leticia Klain Cristofoletti - Auditor

Consultants

ODPV-4

Odontoprev keeps its own team of relationship and management consultants made up of dentists dedicated exclusively to providing technical and administrative support to the accredited network. This team plays a strategic role in strengthening partnerships, bridging the gap between the Company and the professionals who care for our beneficiaries on a daily basis.

Consultants conduct in-person and virtual visits to support office management, provide guidance on care routines, and clarify questions related to care processes. They also offer structured feedback on procedures performed and analyze indicators such as transfers, disallowances, and beneficiary satisfaction, enabling continuous adjustments and improvements in the care experience.

In 2025, over 22,000 technical visits were made, covering accreditation activities and strengthening relationships with accredited entities.

Apart from in-person visits, support for dentists is also provided through the “Online Consultant” videoconferencing platform, accessible to the entire network on the Accredited Portal.

Development of dentists

GRI 3-3 Safe, high-quality dental care | ODPV-3

To bolster the performance of our accredited network and ensure safety at every stage of care, we have made the **Patient Safety Manual** available in digital format. The document brings together updated guidelines based on references from recognized institutions and outlines behaviors that reduce the risk of incidents during dental procedures.

In 2025, we advanced this initiative with the launch of a series of videos on Patient Safety, which complements the manual and expands access to practical content on safety and good care practices.

During this period, we also kept up a schedule of ongoing training for professionals through education programs focused on technical development and office management. We offer content, courses, and tools that cover everything from clinical fundamentals to administrative aspects, contributing to a more efficient and qualified care journey that is aligned with Odontoprev's standards.

CONEXÃO MAGAZINE

Conexão magazine is a quarterly publication intended to support the technical development of our accredited network. The content presents topics relevant to dental practice, including industry innovations, scientific updates, and evidence-based recommendations.

The material is prepared by an Editorial Board comprised of professionals from the Clinical Operations Department in Brazil and Mexico, ensuring technical rigor and practical application of the content. To expand access, the magazine is distributed in digital format to all accredited dentists and other professionals in the field. We also have a print edition, which is sent to strategic partners and is available at our headquarters.

To access the editions published in 2025, click here.

Combating and preventing fraud

In 2025, Odontoprev implemented a more integrated model for preventing and combating fraud, supported by technology, analytical intelligence, and governance. To strengthen this initiative, we created a multidisciplinary squad made up of employees from the Intelligence, Quality Management, After-Sales, Legal, and IT departments. This group began to work in a coordinated manner to investigate suspicious cases, review processes, and propose corrective actions, ensuring faster responses and more aligned decisions, including revoking accreditations and referring cases to legal authorities whenever necessary.

To support the squad's activities, we intensified the use of artificial intelligence to anticipate risks and target investigations more accurately. Specific models began to identify patterns of unexpected behavior, both in the use of plans and in the relationship between beneficiaries, dentists, and brokers.

Model robustness also translates into preventive controls from the moment new providers and partners join. We have implemented automatic checks that cross-reference data with reliable external databases, including public records and legal information, ensuring greater security in the initial analysis and reducing risks even before the relationship begins. Another important advance was the creation of a unified repository with a record of confirmed cases of fraud, which prevents irregular agents from returning to the Odontoprev ecosystem and encourages collaboration between operators, expanding the reach of preventive actions.

Oversight of the actions implemented within the multidisciplinary squad is the responsibility of the Fraud Prevention and Combating Committee, linked to the Clinical-Operational Board and the Legal Board, which reports to the Audit Committee.

Together, these initiatives demonstrate Odontoprev's firm and proactive role in promoting an ethical, transparent, and sustainable environment. By combining advanced technology, analytical intelligence, and industry collaboration, we reinforce our leadership role in the dental sector, continuously investing in the evolution of fraud prevention and combating processes.

Odontoprev's anti-fraud initiatives

Multidisciplinary Squad

A team of specialists from different areas investigates suspicious cases and reviews processes.

Artificial Intelligence

AI anticipates risks and guides investigations by analyzing behavior patterns and dental images.

Preventive Controls

Automatic checks cross-reference data with external databases to ensure security in the initial analysis.

Unified Repository

Recording confirmed cases of fraud prevents irregular agents from returning.

Supervision

The Fraud Prevention and Control Committee oversees the actions implemented.

People and culture

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Diversity, equity, and inclusion 74
Health and well-being 76

Edilanea Lima da Silva - Collections telemarketing representative, Janaina Sales Araujo - Financial supervisor and Anderson Oliveira Alves - Collections telemarketing representative

odontoprev

Daniela Zagoto – Human resources analyst

Employee profile

GRI 2-7

Our team is made up of 1,946 employees who believe in our purpose and work every day to promote access to quality dental care for beneficiaries and dentists.

We have adopted a management model that prioritizes a welcoming, safe, and collaborative work environment. We maintain practices that value respect, strengthen relationships of trust, and expand opportunities for development.

For more information about our team, see the "Attachments" section.

Our way

GRI 3-3 Attracting and retaining talent

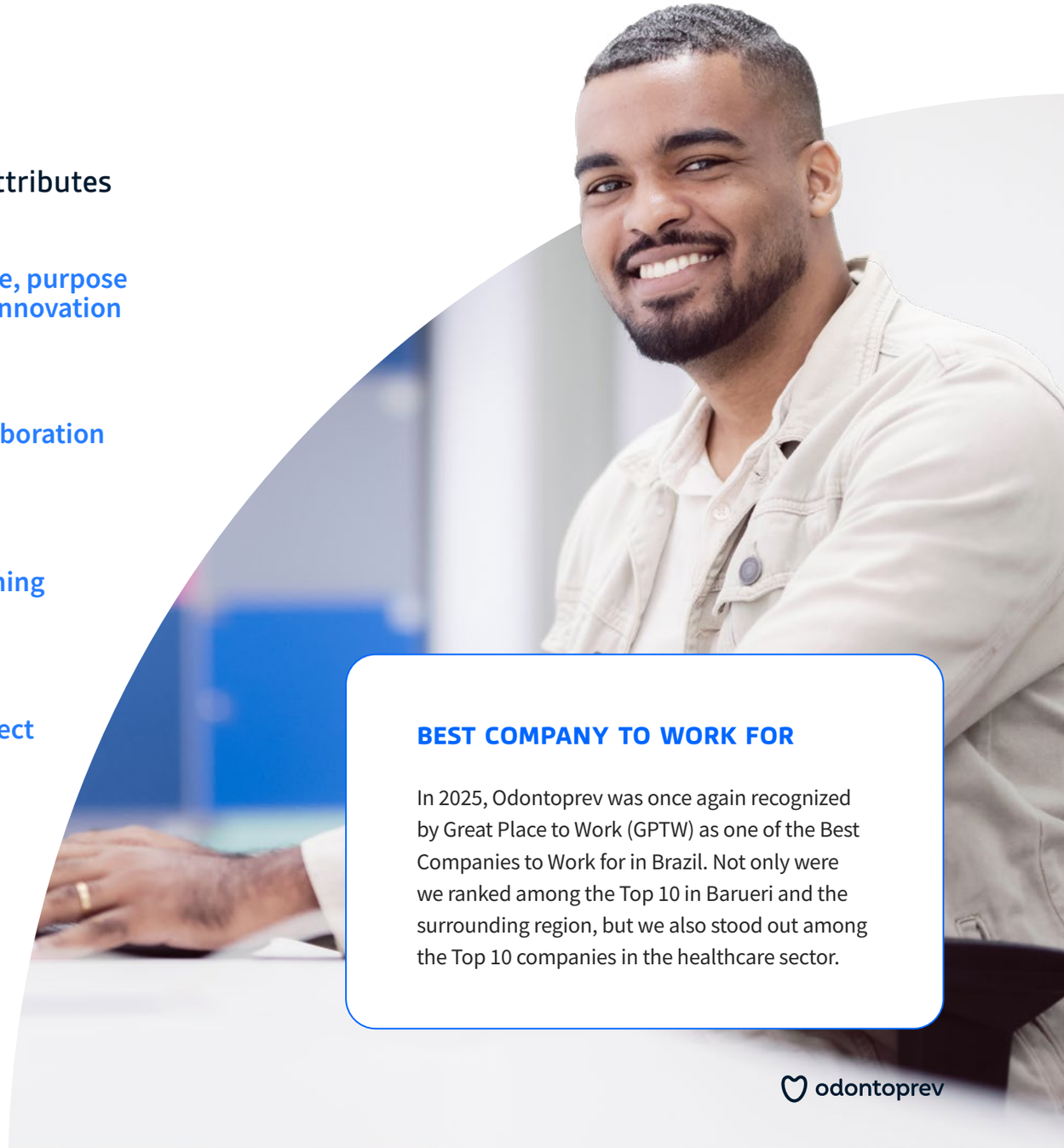
In 2025, we have made progress in consolidating our employer brand, promoting a work environment in which the organizational culture is constantly experienced and reinforced.

During this period, we launched **Odonto Influencers**, a network of employees acting as ambassadors for the brand and organizational culture, both internally and externally. One of the focuses was to encourage the creation of spontaneous content for social media with the participation of employees, stimulating leadership and pride in belonging.

Still in the virtual environment, we broadened the presence and exposure of our culture on LinkedIn as a way to attract new talent, engage the team, and reinforce our image as an innovative, sustainable, and welcoming company. One of the actions developed was **Employees in Focus: Career Stories and Achievements**. Testimonials highlighted the autonomy, collaboration, and pride of being part of Odontoprev, showcasing our brand's true spirit.

Our cultural attributes

- Image, purpose and innovation
- Collaboration
- Learning
- Respect



Carlos Vinícius Santos - Customer service assistant

BEST COMPANY TO WORK FOR

In 2025, Odontoprev was once again recognized by Great Place to Work (GPTW) as one of the Best Companies to Work for in Brazil. Not only were we ranked among the Top 10 in Barueri and the surrounding region, but we also stood out among the Top 10 companies in the healthcare sector.

Active listening

GRI 3-3 Attracting and retaining talent | ODPV-9

To build engagement, improve our employees' experience, and establish a culture based on trust, respect, and collaboration, we do annual organizational climate surveys to get structured feedback on our team's perceptions.

In 2025, we embraced the **Trust Index, from Great Place To Work (GPTW)**, a globally recognized methodology for assessing the quality of organizational culture, the role of leadership, and the employee experience in the workplace.

The survey had a **90% participation rate among employees**, reinforcing the high level of engagement among teams. The results showed an 88% favorability rating, and among the dimensions evaluated, **the ones that stood out the most were: Pride (90), Camaraderie (89), and Trust (87)**.

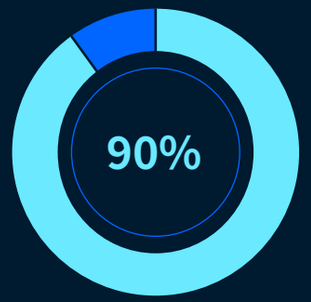
TRUST INDEX

Great Place To Work. Certificado 2025 BRASIL

METHODOLOGY ADOPTED

Organizational climate assessment

ENGAGEMENT



Employee engagement

DIMENSIONS EVALUATED

90 Pride

89 Camaraderie

87 Trust

BELONGING & PRIDE

96% feel welcome when joining the Company.

95% are proud to say they work at Odontoprev.

RESPECT FOR DIVERSITY

96% say that people are treated well regardless of sexual orientation, color, or ethnicity.

95% say that people are treated well regardless of gender.

SAFETY

97% recognize the company as a safe place to work.

LEADERSHIP

92% rate senior leadership as aligned with the organization's values and behaviors.

Culture in action

Papo de negócio (Business chat)

The Business Chat has been redesigned to further strengthen the connection between Odontoprev employees, strategies, and results. The new format facilitates communication, allowing leaders and employees to share initiatives aligned with the Company's objectives, providing a clearer view about the direction of the business.

The redesign also highlights the essential role of people and culture in the success of the strategy, as well as reinforcing behaviors and attitudes to be valued going forward. The approach includes guidance on the use of artificial intelligence and how data and innovation are key tools for addressing challenges and taking advantage of new opportunities.

In 2025, four meetings were held, with the participation of 815 employees, an increase of 93.5% in hours compared to 2024.

OdontoCast

To strengthen the connection between employees and senior leadership, the Company continued OdontoCast for another year, an internal podcast that encourages a relaxed and friendly environment for discussing topics related to careers, business, and collaboration between departments.

In 2025, a round of individual conversations was held with all of the Company's directors, totaling five live episodes and more than 1,600 participants.

Liga dos multiplicadores (Multipliers' league)

The Multipliers League encourages employees to share their knowledge through internal and external initiatives, such as community service projects. The initiative promotes exchange between areas, increases integration between teams, and contributes to the dissemination of organizational culture and the continuous development of the team.

Last year, seven content courses were taught, with the participation of 813 employees.

OdontoKids

OdontoKids is an annual program that opens the Company's doors to employees' children, allowing them to enjoy a day of integration and fun experiences. The initiative strengthens bonds, encourages family engagement, and reinforces pride in belonging to Odontoprev.

In 2025, the program had 305 children enrolled, 44 volunteers, and participation from seven offices.

OdontoNews

OdontoNews is Odontoprev's internal newsletter for employees, which brings together information about the Company, strategic initiatives, ongoing projects, and institutional topics, strengthening internal communication and organizational alignment.

Over the period, we increased engagement with teams, with growth in access, the number of active employees, and the volume of views and interactions on publications.

Attracting and retaining talent

GRI 3-3 Attracting and retaining talent

We have structured a journey that places the employee at the center from the very first contact.

In recent years, we have strengthened our employer brand (learn more on page 67) and expanded the reach of our recruitment activities, relying on specialized consultancies to advertise job openings and identify candidates on the main recruitment and selection platforms and social networks. We have also expanded our presence at universities and internship and job fairs, bringing Odontoprev closer to students and young professionals looking for their first opportunities in the market.

We have also increased the speed and standardization of our processes by implementing a new recruitment system and incorporating artificial intelligence tools for screening, communication, and job vacancy management, reducing manual steps and optimizing the selection process.

YOUNG ENTREPRENEURS

The Young Entrepreneurs Program is designed to boost the development of young people by providing immersion in culture, technical aspects, and business strategies.

In its 12th edition, held in 2025, the program attracted almost 2,000 enrollments, with over 500 tests given, in addition to challenges, group dynamics, and a business panel to select the four finalists.

Throughout the program, successful participants had access to coaching sessions, mentoring, specialized training, and were able to participate in various projects. They also received direct support from HR, managers, and directors, ensuring solid and continuous growth within Odontoprev.

CONNECTING TALENTS

In 2025, Odontoprev entered into a partnership with Fundação Estudar, with the aim of connecting the Company with young talent, inspiring and training leaders, promoting a dialogue between innovation, purpose, and social impact.

The partnership was highlighted at Fundação Estudar's Annual Meeting, sponsored by Odontoprev, which was attended by our CEO, Elsen Carvalho, a former scholarship recipient of the Foundation. During the event, Elsen shared his experience and mentored the young participants.

This collaboration strengthens our employer brand actions, positioning Odontoprev as a company that invests in the development of young talent and the training of future leaders.

Gabriel Oliveira - Business analyst, Fabricio Nascimento, Business analyst, Mariana Kawabe - Business analyst and Hugo Sapia - Business analyst

Growth and recognition

GRI 3-3 Team development | 404-2

We invest in a range of training and development initiatives, including training courses, mentoring, and customized programs focused on team growth. These initiatives are designed to strengthen skills, ensuring that each professional has the tools they need to evolve and contribute to the business's growth.

To expand and facilitate access to content and development tracks, we have a digital content library at Odontoprev University. To monitor and map the development needs of teams and training demands, we conduct an annual Training Needs Assessment (TNA) with the support of Company leaders.

The effectiveness of training actions is continuously verified through a structured process, whose objective is to measure the results achieved. Forty-five days after external training sessions, we send a form to both participants and leadership, allowing us to collect feedback on the applicability of learning, the impact on daily activities, and the results perceived.

In total, 64,000 hours of training were conducted in 2025, a 23.1% increase compared to 2024, averaging approximately 35 hours per employee—a 29.6% increase from the 27 hours recorded in the previous year.

Average training hours GRI 404-1

Gender	2023	2024	2025**
Men	19.98	29.54	39.90
Women	19.20	26.66	41.00
Functional category			
Executive Officers*	15.72	50.57	62.88
Management/ Superintendence	25.65	35.19	53.13
Supervisory	29.36	32.61	53.40
Administrative	23.15	30.44	37.96
Operational	14.48	22.21	27.73
Apprentice/Intern	48.42	53.83	66.00

** Considers statutory and non-statutory officers*
*** Does not include Mexico and BBDental.*

Leiliane Patricio da Silva - Attorney

Leadership development

Anna Caroline Lima De Oliveira – Team Leader

In 2025, we continued important initiatives to prepare employees for future challenges, especially with regard to team leadership.

Throughout the year, we invested in strengthening leaders' skills through the **Leadership Development Program (PDL)**, which addressed, among other topics, innovation, ambidexterity, technology, and market trends. The participation of senior leadership strengthened the strategic vision for the future of the organization and ensured that leaders were aligned with technological transformations and current and future challenges in the sector.

At the same time, specific actions were implemented to support training new leaders, targeting promoted employees and newly hired professionals, with a focus on transitioning to leadership roles and developing essential skills for starting in these positions.

On top of these actions, we've made progress in mapping out successors and critical roles, strengthening people management, operational continuity, and the solidity of the organizational structure.

Diversity, equity, and inclusion

GRI 3-3 Diversity, equity, and inclusion

Our commitments to diversity, equity, and inclusion (DE&I) are formalized in the Diversity, Equity, and Inclusion Policy, the Sustainability Policy, and the Code of Ethical Conduct, documents that reassert our zero tolerance for discrimination of any kind and establish respect and appreciation for people as values of the organization.

To strengthen our DE&I agenda, we have **OdontoPlural***, a program dedicated to promoting an increasingly diverse and inclusive work environment. The initiative focuses on education and awareness actions, with special attention to sensitizing leaders, recognized as key agents of cultural transformation and the dissemination of the values of diversity and respect in the Company's daily activities.

The program also implements actions to increase diversity and promote equity, ensuring that everyone has full opportunities for growth and development. Furthermore, OdontoPlural creates a safe and welcoming environment for dialogue and the exchange of experiences.

** Our programs cover more than 50% of the operation*

Leticia Delfino Fernandes - Human resources analyst, Samira Alexandre de Amorim - Administrative assistant, Mariana Zacarias - Financial assistant, Eliene Felix - Financial assistant, Erica Simaia de Souza - Financial analyst and Andre Alves Barbosa - IT architecture and governance manager

In 2025, we implemented mandatory diversity training for all employees, with the aim of deepening understanding and applying inclusion in Odontoprev's daily activities.

OUR DISCUSSION GROUPS

Grupo de diálogo Odonto DELAS

Group focused on topics related to women's issues, such as careers, motherhood, and other challenges and opportunities.

Grupo de diálogo Odonto INCLUI

Group aimed at discussing issues related to accessibility and inclusion of people with disabilities.

Grupo de diálogo Sorriso NEGRO

Group with the intention of discussing issues such as experiences, challenges, and achievements of black people.

Grupo de diálogo OdontoPRIDE

Group dedicated to discussing issues related to the inclusion of people from the LGBTQIAPN+ community.

Valuing Women

ODPV-5

Andrea Barbosa – Internal customer service consultant and Caroline Ferreira Lopes Martins – Internal customer service consultant

In 2025, we made consistent progress in promoting gender equality, with structured initiatives to support, develop, and retain women at different stages of their professional journey. Among the measures implemented, we ensured full participation in the **Profit Sharing Program** for female employees returning from maternity leave, ensuring that the period of leave does not have any financial impact.

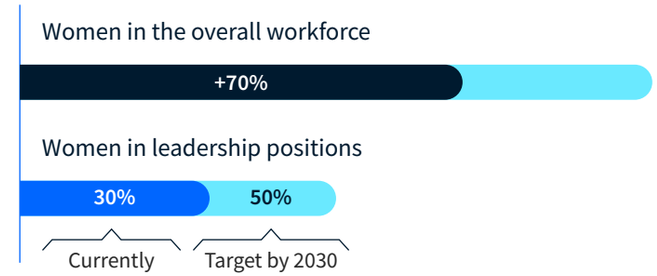
When it comes to attracting and developing talent, we've adopted practices that have increased the number of women in strategic positions, including **intentionally hiring women for leadership and senior management roles** and implementing mandatory **shortlists with female candidates** in all selection processes.

Targets

Currently, women represent over 70% of our workforce. To ensure that this diversity is also reflected in senior leadership positions, we have established public targets in line with the UN Women Commitment.

In 2024, we achieved the goal of 30% women in leadership positions, initially planned for 2025, and we continue to move toward achieving gender parity (50%) in senior leadership by 2030.

Gender Diversity in Leadership



In 2025, Odontoprev received the **ESG Award in the Gender Equality and Women's Empowerment category**, granted by the ESG National Congress, in recognition of the impact of the Mentoring Program for Women, carried out in 2024.

The initiative, developed in partnership with OdontoPlural, was aimed at developing female employees on the first level of leadership and was part of the efforts to achieve the target of having 50% of women in leadership positions by 2030.

Health and well-being

GRI 3-3 Employee well-being | 403-1 | 403-2 | 403-3

Odontoprev has an Occupational Health and Safety Management System (SST) structured in accordance with Brazilian labor legislation, Regulatory Standards (NRs), and best practices in occupational risk management, covering all employees in Brazil, including administrative and healthcare professionals.

Management is conducted in an integrated manner by the Specialized Service in Safety Engineering and Occupational Medicine (SESMT), with a focus on accident prevention and the promotion of health and physical, mental, and social well-being. The system includes the identification and continuous assessment of occupational risks through instruments such as the Risk Management Program (RMP), the Occupational Health Medical Control Program (OHMCP), the Technical Report on Workplace Conditions (LTCAT), periodic clinical evaluations, and the mapping of physical, chemical, biological, ergonomic, accident, and psychosocial risks.

The Company employs formal procedures for investigating workplace incidents and accidents, analyzing causes, defining corrective measures, and continuously improving controls.

These actions' effectiveness is monitored through internal and external audits, health and safety indicators, epidemiological profiles, climate surveys, and goal tracking, with the Internal Commission for Accident Prevention (CIPA) also helping to strengthen the prevention culture.

Report

Employees have secure and accessible channels for reporting hazards, incidents, or risky situations, including specific SESMT channels, Service Desk, anonymous reporting channels, and CIPA action, with formal non-retaliation guarantees. They are also guided and encouraged to interrupt activities or remove themselves from situations that pose a risk to their health or safety, alerting their leaders or the responsible areas.

The Company ensures the confidentiality and protection of personal health-related information, in accordance with the LGPD, through role segregation, confidentiality agreements, supplier due diligence, and ethical guidelines that prohibit any use of such information for favorable or unfavorable treatment of employees.

Occupational health services	Function
Occupational Health Certificate (ASO)	Ensuring employee health throughout the workday
Internal Workplace Accident Prevention Week (SIPAT)	Actions to disseminate information and raise awareness among employees on the topic
CIPA	Inclusion of employees in SESMT responsibilities
RMP/OHMCP/LTCAT	Map and manage the risks and incidents of each function
Office Risk Map	Define risk zones and types
Health, Safety, and Environment (HSE) Questionnaire	Identify psychosocial risks in the workplace

Light Living Program (Programa Vida Leve)

GRI 403-6

The Light Living Program aims to implement ongoing actions focused on promoting quality of life and a healthy work environment, encouraging a balance between personal and professional life. The program is structured around five pillars:

MIND

- Hiring an in-house psychologist to provide in-person or remote emotional support to employees at headquarters;
- Encouraging the free use of the psychological support platform (OrienteMe);
- Mental health survey to monitor the psychological well-being of employees;
- Mental health lectures on topics such as “White January,” “Psychological Safety,” and “Yellow September—the role of healthy relationships in suicide prevention”;
- Among other topics.

NUTRITION

- Semiannual bioimpedance measurements, with personalized nutritional guidance;
- Encouraging the free use of the nutritional guidance platform (OrienteMe);
- Encouraging hydration and healthy habits through messages displayed throughout the offices.

BODY

- Stretching and meditation classes;
- Access to the physical activity and health promotion platform (Wellhub);
- Flu vaccination.

FINANCES

- Lecture: Responsible credit, money management, and the risks of gambling.

SMILE

- Lectures during Neon July, focusing on oral health, promoting preventive care and dental health awareness among employees;
- Mobile Dental Clinic available at the headquarters and branches in Fortaleza (CE) and Salvador (BA), expanding access to oral health care and reinforcing our commitment to the care and well-being of our teams.

Gabriela Xavier - Human resources assistant and Kamille Farias – Human resources assistant

Benefits

GRI 3-3 Attracting and retaining talent | ODPV-7

The Company offers a comprehensive range of benefits* to its employees, in line with its commitment to well-being, quality of life, and team appreciation. The main benefits are listed below:

- **Medical assistance****
- **Dental assistance****
- **Food voucher / meal voucher**
- **Life insurance****
- **Private pension plans**
- **Mental health services**
- **Discount for purchasing auto and home insurance*,****
- **Free parking for pregnant women and employees with disabilities**
- **Outpatient clinic with nursing staff, family doctor, and psychologist**
- **Annual flu vaccination campaign**
- **Reduced working hours on Fridays and time off on children's birthdays**
- **Psychotherapy and nutrition platform****
- **Access to the gym platform****
- **Access to SESC****

** Does not include operations in Mexico.*
*** Benefit may be extended to other family members, according to internal rules.*

Parental support

Odontoprev offers special support for maternity and paternity, ensuring greater welcome and well-being for families, from pregnancy to return to work.

Among the initiatives, we highlight the program for pregnant women, the breastfeeding room, baby clothes allowance, daycare allowance, extended paternity leave of 20 days, and a care booklet for mothers and babies, as well as medical follow-up and guidance materials for parents.

To support the return to work after the leave period, we train our managers to promote a more humanized welcome.

Complementing this care, we offer assistance for children with special needs, an initiative of OdontoPlural (learn more about the program on page 74), which provides additional financial support to employees who are parents or legal guardians of children with permanent physical disabilities or autism.

Positive impact

Our impact 80
Indigenous Smile Project 81
Launch of PodSer+ Bem-Estar 83
Donation of dental plans 83
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Marina Coelho de Almeida - Field consultant

Our impact

GRI 3-3 Impact on communities | ODPV-19 | ODPV-20 | ODPV-22 | ODPV-23

As the largest dental plan operator in Latin America, we have magnified this impact by offering affordable products, strengthening partnerships with recognized social institutions, and promoting oral health with a focus on education and prevention.

In 2025, we maintained a robust social impact agenda. We established partnerships with 41 institutions, donated over 12,000 dental plans, and engaged more than 350 volunteer employees. In total, our impact actions directly benefited over 503,000 people and indirectly benefited another 2 million.

Social impact highlights

Over **503,000 people** directly impacted

Over **2 million people** indirectly impacted

Donation of over **12,000 dental plans**

31 social actions

Partnerships with **41 institutions and NGOs** throughout Brazil.

Monitoring and effectiveness of social initiatives

These actions are evaluated for effectiveness by the Sustainability department, which conducts periodic assessments of the plans donated to partner institutions, monitors the frequency of use of services, and maintains ongoing dialogue with those responsible for the supported institutions. This process is complemented by the collection of feedback and the dissemination of content and socio-educational actions.

The Company also monitors social indicators to assess the effectiveness of actions and the social impact generated, both directly and indirectly. These indicators support the annual strategic planning of the Sustainability department, guiding the prioritization of projects, actions, and initiatives focused on increasing the number of people impacted.

In recent years, we have seen consistent progress in impact indicators, with continuous growth in the number of beneficiaries and expansion of the reach of social initiatives, contributing significantly to the improvement of oral health in Brazil and strengthening the Company's purpose of democratizing access to quality dentistry.

Indigenous Smile Project

As part of Odontoprev's commitment to promoting health and reducing inequalities, we have entered into a partnership with UNICEF to strengthen public policies focused on the health and nutrition of Indigenous children. The partnership is part of Odontoprev's social responsibility initiative, called Indigenous Smile (Sorriso Indígena).

The initiative, developed in conjunction with the Department of Health (MS), the Secretariat of Indigenous Health (SESAI), and other indigenous agencies and organizations, has as its primary objective the reduction of infant mortality from preventable causes in the territories served, through the expansion of prevention, early diagnosis, nutritional surveillance, and the strengthening of local capacities.

Photo: UNICEF/BRZ/Alécio Cézar

The project, implemented between August 2024 and December 2025, included initiatives to promote holistic health, train professionals, assess food systems, develop communication materials, and support indigenous leaders in territories across various Brazilian states, particularly in the North and Northeast regions of the country.

Over the course of the project, studies and training sessions were conducted with multidisciplinary teams and indigenous leaders from the Special Indigenous Health Districts (DSEIs) in Acre, Amazonas, Ceará, Maranhão, Mato Grosso, Pará, Rondônia, and Roraima. Culturally appropriate communication materials were also developed and distributed.

The initial plan was to train approximately 500 professionals and indirectly reach 30,000 children through initiatives promoting health, nutrition, and well-being.

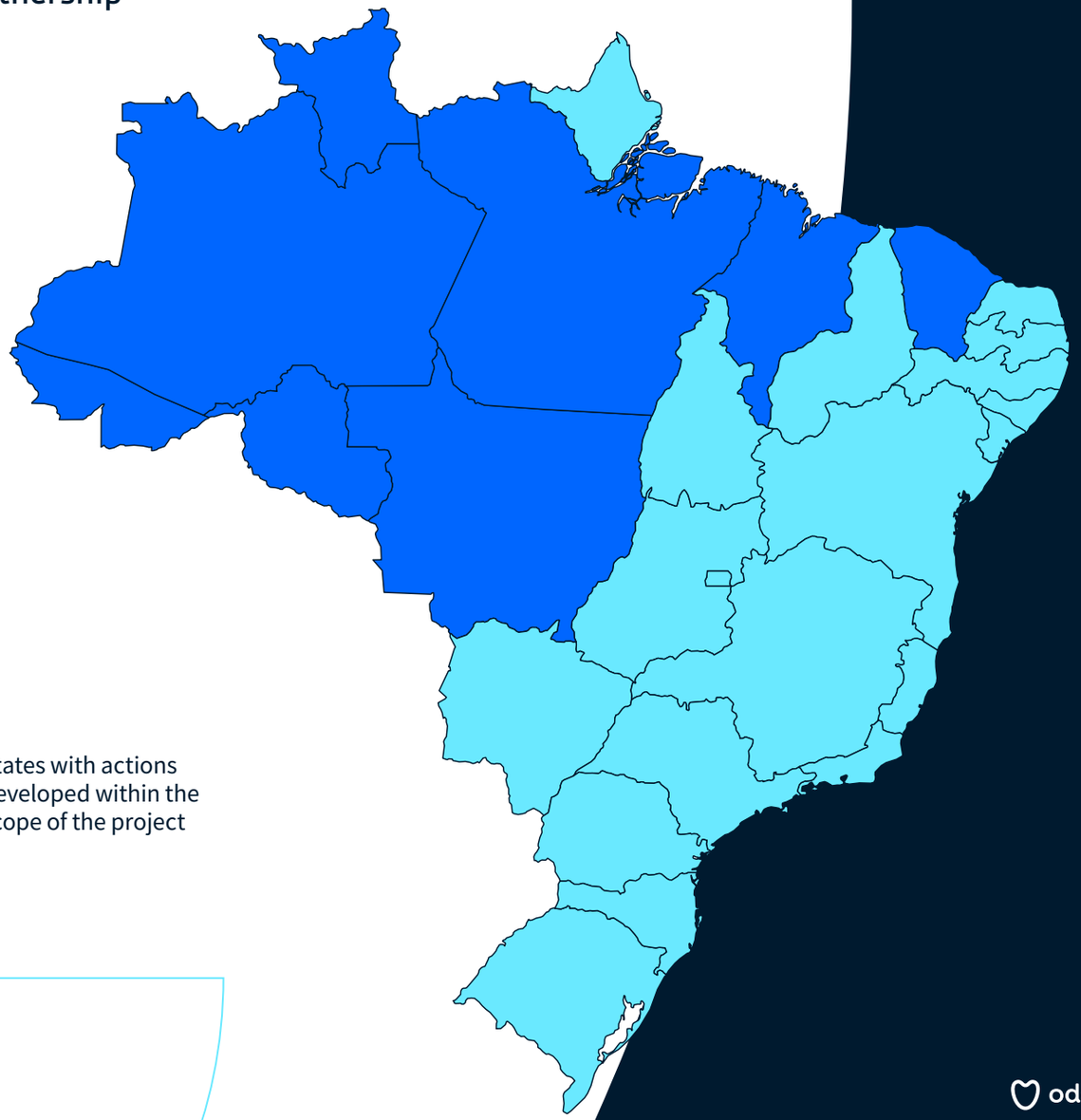
Photo: UNICEF/BRZ/Alécio Cézar

By the end of 2025, the results showed that the planned goals had been exceeded. Around 830 indigenous professionals and leaders had been trained in the states of Acre, Amazonas, Maranhão, Rondônia, Roraima, and Pará, directly and indirectly benefiting 43,600 children under the age of five—the project's priority target group.

Besides the training sessions, three assessments were conducted in Special Indigenous Health Districts (DSEIs) in the states of Acre, Ceará, and Mato Grosso. The initiative reached 6,002 children under the age of five and involved 75 professionals and local leaders with the goal of promoting healthier and more sustainable food systems.

Learn more about the project by watching the vídeo.

Impact of the UNICEF and Odontoprev Partnership



States with actions developed within the scope of the project

Launch of PodSer+ Well-being

To bring our audience closer and engage them, we launched PodSer+ Well-being, a project that uses the podcast format to expand our digital presence, attract new audiences, and strengthen Odontoprev's position as a benchmark in well-being and integrated health.

In its first season, “Well-being in focus,” we discussed different dimensions of well-being, such as physical, mental, emotional, and social health. Throughout the episodes, we had the participation of influential guests who brought true stories, technical knowledge, and inspiration, contributing to expanding the project's reach and strengthening our connection with diverse audiences.

The actions yielded significant results on social media, totaling over 3.7 million impressions, 5.2 million views, and strong engagement on Instagram, Facebook, and YouTube.

To learn more scan the QR Code on the side:

In 2025, PodSer+ was recognized for its impact and quality, receiving an award at the Élan 2025 Festival in the Podcast category. This achievement reinforces the project's relevance as a strategic communication and engagement initiative, as well as highlighting Odontoprev's commitment to promoting content that inspires health, prevention, and well-being for society as a whole.

Donation of plans

GRI 3-3 Expanding access to dentistry

Odontoprev works to expand access to oral health care among people in vulnerable socioeconomic situations by donating dental plans.

In 2025, more than 12,000 plans were donated, ensuring preventive and care services for thousands of beneficiaries who would otherwise not have access to this type of care.

This initiative reduces inequalities, strengthens prevention, and contributes to building healthier communities.

Sports campaigns

Sports campaigns have become a tradition at Odontoprev, reinforcing our commitment to well-being and encouraging physical activity. Year after year, the Company sponsors sporting events and projects in different cities.

In 2025, Odontoprev supported events such as the Giro d'Italia, the Corrida das Estações (São Paulo, Rio de Janeiro, and Salvador), the Travessia de Copa, and initiatives with partner athletes and influencers, such as Nauhany Silva.

At these events, we also welcome the presence and participation of our executives, who represent the brand on an institutional level, reinforce the Company's values, and engage directly with athletes, organizers, and local communities.

Volunteer Smile

Volunteer Smile (Sorriso Voluntário) is Odontoprev's corporate volunteer program, created to expand our positive impact, strengthening the bond between employees and the communities in which we operate.

The program also drives the development of our teams, stimulating skills such as leadership, creativity, teamwork, critical thinking, and problem solving.

With the motto "We do more. We are more," we seek to inspire and mobilize more and more people to engage in transformative actions.

In 2025, the program advanced even further, boosted by the expansion of its initiatives, which now reach more of the group's subsidiaries. This expansion strengthened its strategic role in promoting corporate citizenship and generating value for the communities served.

During this period, we supported 22 institutions, with the active participation of more than 358 employees, who dedicated a total of 1,042 hours to volunteer activities.

Volunteer initiatives

SORRISO VOLUNTÁRIO

Themes	Main actions | Supported institution	Results
Oral Health, Prevention, and Well-being	Oral Health Day - Frente Nacional de Negros e Negras (FNN) Oral Health Lecture - Instituto Água Viva (Afrânio base) Lecture on women's oral health — Minas Pela Paz July Neon Action — Mobile, dental clinic with Fundação Gol de Letra Oral Health Lecture as Part of the Jovens Profissionais Program - Instituto Unimed Oral Health Lecture - Instituto Água Viva (Lapão base)	**6** actions **3,268** direct beneficiaries **13,072** direct beneficiaries **11** volunteers involved **38** hours donated **5** institutions supported
Connection and Care	Easter of Goodness — Instituto Ronald McDonald Children's Day — Rede Tênis Brasil Gymkhana of Goodness — Instituto C A Christmas of Giving - Instituto Unimed BH Beach cleanup effort — Sea Shepherd Brasil Activity in an Indigenous Reserve - Escola indígena Direito de Aprender Match Action - Instituto Unimed BH Odontokids Abayomi Workshop — Cafuzas Chocolate collection — Instituto Ronald McDonald	**10** actions **1,404** direct beneficiaries **5,616** direct beneficiaries **284** volunteers involved **947** hours donated **7** institutions supported
Education and Youth	FeCEAP - CEAP League of Multipliers - Fundação Gol de Letra Resume Workshop - Cruzando Histórias Book drive in Salvador - Frente Nacional de Negros e Negras (FNN) Book drive in Fortaleza - Escola indígena Direito de Aprender Career Mentoring by Liga Solidária - Cruzando Histórias School Supplies Drive - Instituto Social Ser+	**7** actions **348** direct beneficiaries **1,392** direct beneficiaries **31** volunteers involved **57** hours donated **6** institutions supported
Humanitarian Aid	Winter Clothing Drive FNN / Minas Pela Paz / Casarão Brasil / Escola indígena Direito de Aprender	**1** actions **387** direct beneficiaries **1,548** direct beneficiaries **32** volunteers involved **4** institutions supported

Private Social Investment

ODPV-21

As part of our commitment to corporate social responsibility, we promote support for third sector organizations through Private Social Investment (PSI). We operate both through direct financial contributions as well as through tax incentive laws, contributing to socioeconomic development, promoting citizenship, and encouraging athletes and social impact initiatives.

Throughout the year, we invested over R$5.9 million in social impact initiatives, with R$4.1 million coming from tax incentives laws and R$1.7 million from direct contributions.

Investment (in R$)

Instrument	2024	2025
Tax incentive laws	**5,700,000.00**	**4,125,000.00**
Culture Incentive Law	3,700,000.00	2,165,000.00
Sports Incentive Law	2,000,000.00	1,660,000.00
FUMCAD	-	300,000.00
Direct contribution	**1,600,000.00**	**1,782,886.88**
Total	**7,300,000.00**	**5,907,886.88**

Environment

Environmental management 89
Climate change 90
Energy consumption 93
Clean waves on the road expedition 94

Ana Rita de Cássia - Tax assistant

Environmental management

Our operation is mainly digital. Even so, we conduct our activities with environmental responsibility, adopting practices that are in line with current legislation and our ESG principles.

In our own clinics, which represent a small portion of the business, we follow formal procedures for the proper management of healthcare waste, including Healthcare Waste Management Plans (PGRSS) and hiring specialized companies for collection and disposal.

As for our accredited network, we require professionals to comply with applicable health and environmental legislation, especially with regard to waste management. The implementation and control of these practices are conducted by the establishments themselves, in accordance with local regulatory requirements.

The Company's environmental commitments and guidelines are formalized in its **Sustainability Policy**. This document reinforces principles such as legal compliance, responsible use of resources, efficient use of natural resources, and the reduction and neutralization of greenhouse gas (GHG) emissions.

Maria Gabriela – Secretary

DIGITIZATION SUPPORTING LESS PAPER USE

ODPV-2

In 2025, the Company advanced in the digitization of processes as a way to reduce paper use and increase operational efficiency. Requests for exams made through digital channels represented about 65% of the total volume, while Dental Treatment Guides (GTO) became virtually digital (99.98%).

Climate change

GRI 3-3 Fighting climate change| SASB HC-MC-450a.1 | TCFD Strategy 1, 2 e 3 | Risk management 2 e 3

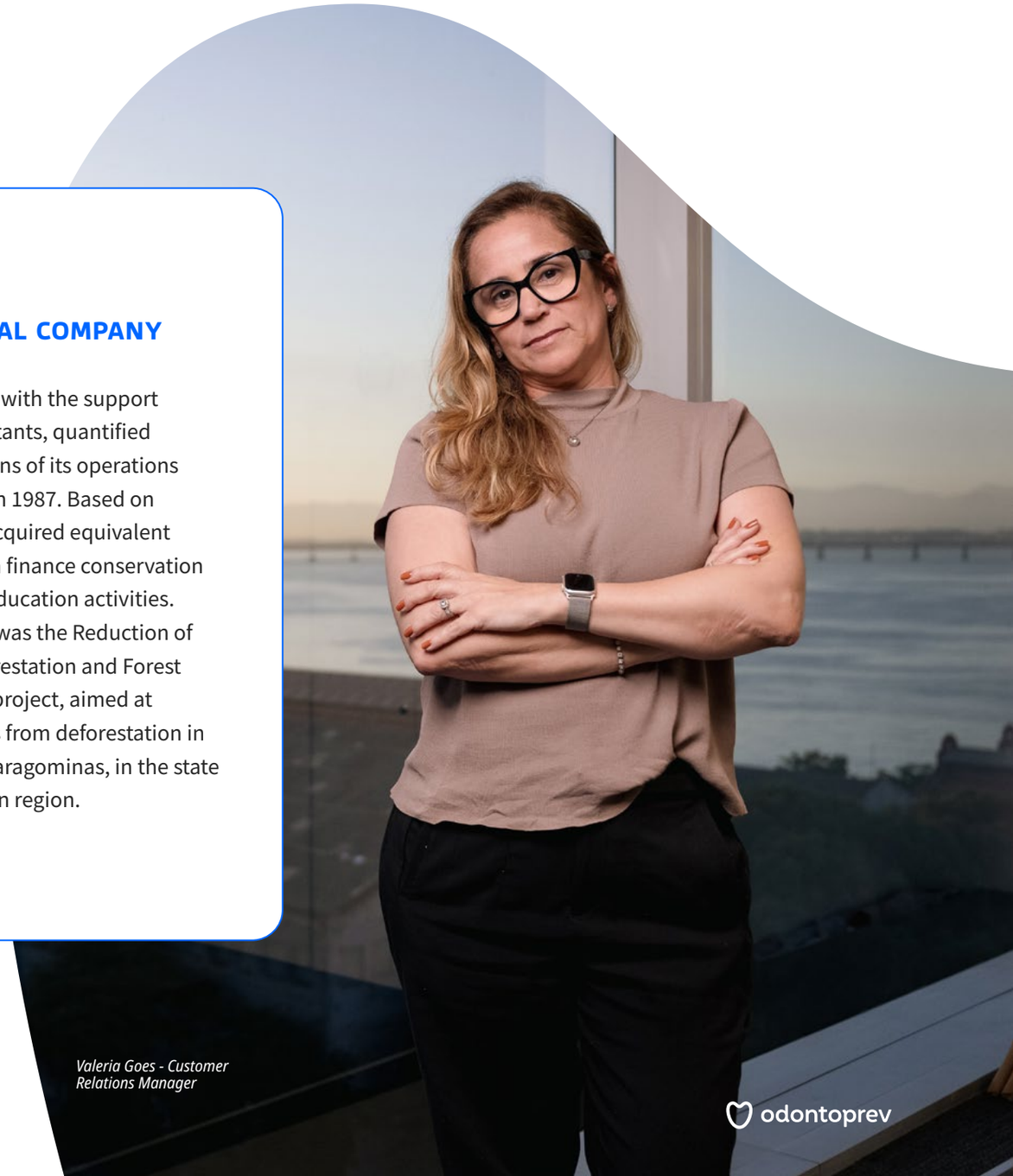
The progress of climate change poses significant challenges to the economy and global health, including oral health. Factors such as pollution and changes in water and air quality can directly influence the incidence of oral and systemic diseases.

Within this context, although we do not yet have a defined climate transition plan, we monitor the challenges and opportunities associated with the transition to a low-carbon economy, assessing potential regulatory, reputational, and market impacts that may affect the health of the population and the sector.

In our risk matrix, climate risks are classified under socio-environmental risks, in the Operational category, related to failures in the management of social and environmental issues that may cause impacts or damage to surrounding communities and/or our image, in addition to financial losses, including those resulting from fines imposed by regulatory and supervisory bodies.

CARBON-NEUTRAL COMPANY

In 2021, Odontoprev, with the support of specialized consultants, quantified the historical emissions of its operations since its foundation in 1987. Based on the calculation, we acquired equivalent carbon credits, which finance conservation and environmental education activities. The selected project was the Reduction of Emissions from Deforestation and Forest Degradation (REDD) project, aimed at preventing emissions from deforestation in the municipality of Paragominas, in the state of Pará, in the Amazon region.



Valeria Goes - Customer Relations Manager

Climate risk and opportunity diagnosis

As part of the process of deepening our studies on climate risks and including more detail on the topic in our policies, in 2025 we began preparations to comply with IFRS S1 and S2 standards, advancing in the diagnosis and identification of gaps, as well as in the mapping of risks and opportunities related to climate change.

During this period, various internal areas identified risks and opportunities related to sustainability, which were then assessed considering their relevance, likelihood of occurrence, and potential impact on operations and stakeholders. Based on this analysis, priority prevention, mitigation, and response actions will be implemented.

When we began the process of adapting to IFRS S1 and S2, we also conducted a study with projections on the behavior of our accredited network facing climate disasters. This survey allowed us to analyze the network's response capacity and potential impacts in extreme situations, contributing to the improvement of our strategic planning.

Climate Risks and Opportunities

	Risks	Opportunities
Physical	• The increased frequency and intensity of extreme events, such as floods and storms, can damage office infrastructure, compromise energy and water supplies, and disrupt operations. • Extreme events can reduce the availability of the accredited network, making it difficult for beneficiaries to access dental care. • Potential increase in the incidence of diseases resulting from climate change, which may increase the demand for dental care.	• The adoption of sustainable practices with low environmental impact can contribute to operational resilience, reducing vulnerabilities to extreme weather events while strengthening the Company's image as a benchmark in sustainability.
Regulatory/ Legal	• Additional costs, the need to adapt processes, and stricter environmental management resulting from legislation, standards, and government policies aimed at mitigating climate change.	• Anticipating and adapting to new legal requirements can position Odontoprev as a leader in environmental compliance in the sector, opening doors to tax benefits, incentives, and strategic partnerships.
Image and Reputation	• Failures in managing climate impacts can damage reputation, affect the confidence of customers, investors, and partners, and influence the Company's competitiveness in the market.	• Investment in technology and innovation for reducing emissions and waste, as well as the integration of dental ecosystems, can generate competitive advantages, expand access to services, and strengthen relationships with clients and beneficiaries who value sustainable practices.

● Short-term effect ● Medium and long-term effect

Emissions

GRI 305-1 | 305-2 | 305-3 | TCFD Targets and metrics 2

We have been monitoring our GHG emissions since 2008, covering Scopes 1, 2, and 3. We report this data annually to the Brazilian GHG Protocol Program (PBGHG) and to CDP.

In line with the continuous improvement and expansion of the scope of our monitoring, in 2025 we began including the GHG emissions of all Odontoprev Group companies in the inventory. This initiative strengthens the consolidated view of our emissions and increases transparency regarding the impacts associated with our operations.

Additionally, we conducted a screening study of all Scope 3 categories to identify those most relevant and significant to our business. This analysis allowed us to prioritize the sources with the greatest impact, increase the accuracy of the inventory, and improve the quality of our disclosures, in line with best practices in climate reporting.

As a result of these methodological improvements and the expanded scope, beginning in 2025, we are starting a new historical data series, since the previous years are no longer directly comparable to the current reporting period.

Emissions (in tCO_2e)*, **

	2025
Scope 1	**682.55**
Fugitive emissions***	678.41
Mobile combustion	2.84
Stationary combustion	1.30
Scope 2	**80.06**
Electricity	80.06
Scope 3** **	**5,000.00**
Purchased goods and services	1,310.85
Fuel and energy-related activities	0.30
Waste generated by operations	110.33
Business travel	305.00
Commuting	2,898.69
Downstream transportation and distribution	17.11
Use of products or services sold	357.72
Total	**5,762.61**

** Emission data differ from those reported quarterly by IR, as the screening study and the expansion of categories were only finalized in early 2026.*

***The approach employed for the consolidation of emissions is based on operational control, encompassing all companies controlled by Odontoprev S.A. The inventoried gases include CO_2, CH_4, N_2O and HCFs. Source of emission factors: MCTIC 2016 and IPCC 2006. GWP source: IPCC 2013. All Group companies were included in the survey, namely: Odontoprev S/A (including Odontoprev Serviços), OdontoRed (Mexico), Boutique Dental, Papaiz, Easy Software, Clidec, Dental Partner, and 25% of Brasildental (stake corresponding to the joint venture with BB Seguridade).*

**** Fugitive emissions are those related to fire extinguishers and air conditioning equipment.*

***** Indirect emissions categories and activities (Scope 3) included in the calculation: Purchased goods and services, Fuel and energy-related activities, Upstream transportation and distribution, Waste generated from operations, Business travel, Commuting, Downstream transportation and distribution, Use of products or services sold.*

Energy consumption

Electricity consumption at Odontoprev is mainly concentrated in the offices of the business units, where it is used to power the corporate and technological infrastructure.

Since 2022, we have been purchasing Renewable Energy Certificates (I-REC), ensuring that 100% of the electricity consumed in our business units comes from renewable sources.

Energy consumption within the organization (in GJ)* GRI 302-1

	2023	2024	2025
Non-renewable fuel	**151.13**	**6,835.39**	**8,598.20**
Diesel	151.13	69.12	105.44
Gasoline	–	514.98	5,430.31**
Natural gas (LPG)	–	–	-
Jet fuel	–	6,251.29	3,062.45***
Electricity consumption	**4,098.82**	**6,766.34**	**5,797.67**
Concessionaire	4,098.82	6,766.34	5,797.67
Total energy consumption	**4,249.95**	**13,601.73**	**14,395.87**

**The consumption of non-renewable fuel refers to the use of diesel for the powering of the headquarters generators in Barueri (SP), which are activated in instances of power outages. This consumption is reported monthly by the condominium and proportionally allocated based on the occupancy of the three floors used by the Company. It also includes the consumption of jet fuel in business travel and gasoline used in freight services and app-based corporate transportation. Conversely, the consumption of electrical energy encompasses its utilization within Odontoprev's offices and business units.*

*** The increase is due to the greater use of app-based transportation during this period.*

**** The decline compared to 2024 is due to a decrease in air travel in the second half of 2025.*

Clean waves on the road expedition

The Clean waves expedition is a project dedicated to ocean conservation and the generation of scientific data to support actions to mitigate impacts on the marine and coastal environment. The initiative covered much of the Brazilian coastline over 18 months, mapping the waste profile and contributing to the advancement of knowledge about coastal pollution.

As part of the project, the documentary "Ondas Limpas na Estrada" (Clean waves on the road) was produced by Produtora Brasileira in partnership with the UNESCO Chair for Ocean Sustainability. In November, we participated in the **film's pre-release**, held at the UN House during COP30 in Belém, Pará.

The documentary followed the expedition sponsored by Odontoprev and carried out by Sea Shepherd Brazil, presenting initiatives dedicated to marine conservation and reducing the impact of plastic waste in the sea. The pre-launch was part of the **Brazilian Sea Panel**, a forum promoting dialogue on sustainability and ocean preservation, with the participation of representatives from different sectors, including our director Renato Costa.

Clean waves on the road project

2022 — 1

Launch of the Expedition

Clean waves on the road project launched in partnership with Sea Shepherd Brazil.

2023 — 2

Expedition Completed

Scientific cleanup of more than 308 beaches along the Brazilian coastline, collecting over 2.4 tons of waste.

2024 — 3

Research Report

Release of an unprecedented report on marine pollution in Brazil.

Click here to see the results.

2025 — 4

Documentary at COP30

Pre-release of the documentary during COP30.

We have scheduled a beach cleanup, which is now part of our volunteer program's annual calendar (learn more about the program on page 85). The initiative is part of the Company's commitment to this cause and celebrates World Beach Cleanup Day, which takes place in September.

Annexes

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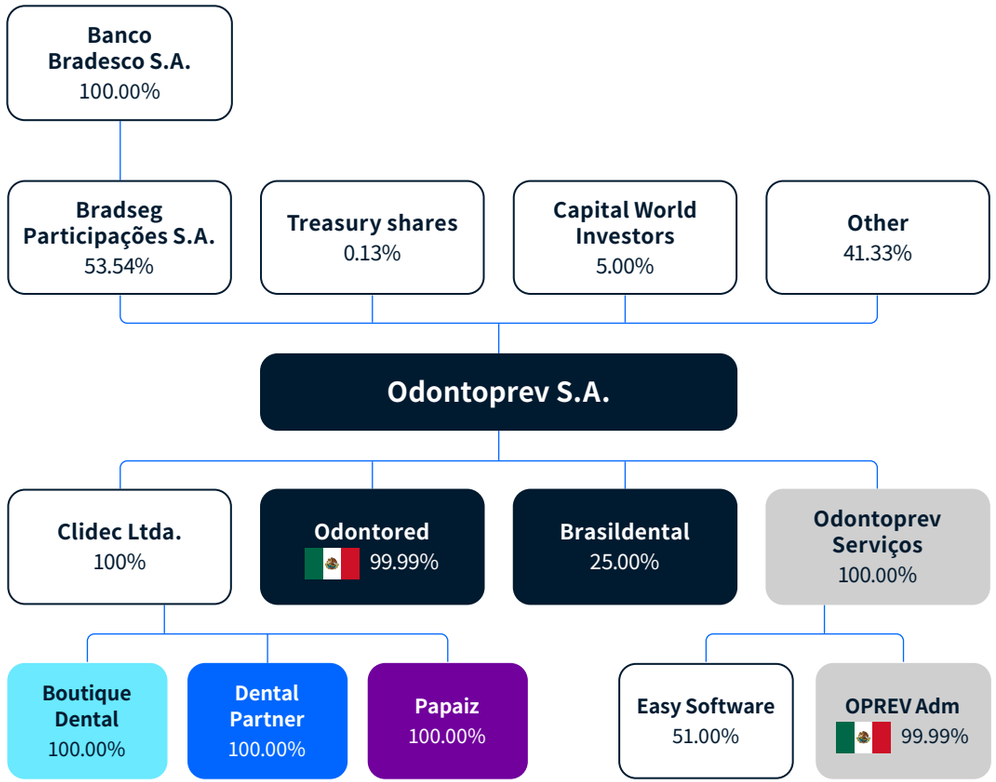
Thais Bueno - Sales Consultant

Indicator Annex

Corporate structure



- Dental operator
- Service Clinics
- Dental materials
- Radiological imaging
- Management software for clinics
- Other participations

Engagement with stakeholders

GRI 2-25 | 2-29

We keep in constant contact with our stakeholders, providing effective communication channels that foster a close and collaborative relationship. These channels are designed to address questions, complaints, and concerns, as well as to identify impacts and risks.

Our commitment is to understand your needs and build mutual trust, ensuring meaningful engagement through transparent communication, regular consultations, and prompt responses.

Stakeholders	Form of engagement/available channels
Suppliers	Purchasing Department
Brokers	Commercial Department
Beneficiaries	Customer service department, external channels for questions and complaints
HR Clients	Customer service cells, external channels for questions and complaints
Regulators	Regulatory and Legal Departments
Accredited network of dentists	Network Consultants, other channels for questions and complaints
Investors/Analysts Investor	Investors Relations Department

Operations included in the report

GRI 2-2

Subsidiary company	% of subsidiary controlled by the company	Included in indicator monitoring?	% of the operation included in the indicators
Odontoprev Serviços	100	Yes	100
Clidec	100	Yes	100
Odentored	100	Yes	100
Brasildental*	25 (joint control)	Yes	25
Papaiz	100	Yes	100
Dental Partner	100	Yes	100
Easy Software	51	Yes	51
Boutique Dental	100	Yes	100

**Not included in Human Resources indicators.*

Participation in associations

GRI 2-28

Odontoprev plays a significant role in a number of associations, in which it is a member of internal committees dedicated to discussing issues relevant to the dental sector:

- Fenasaúde (National Federation of Supplementary Health);
- Sinog (National Union of Enterprises of Dental Group);
- IESS (Institute of Supplementary Health Studies).

Beneficiary profile

GRI 2-6 | SASB HC-MC-000.A

Beneficiary history, by brand segment

	2023	% Brand in segment	2024	% Brand in segment	2025	% Brand in segment
Corporate	**6,107,844**	**100%**	**6,358,620**	**100%**	**6,524,584**	**100%**
Bradesco Dental	2,699,292	44%	2,852,631	45%	**2,929,727**	**45%**
Brasildental	356,979	6%	353,763	6%	**340,321**	**5%**
Others*	3,051,573	50%	3,152,226	50%	**3,254,536**	**50%**
SME	**1,551,266**	**100%**	**1,608,504**	**100%**	**1,823,064**	**100%**
Bradesco Dental	1,153,307	74%	1,290,562	80%	**1,483,951**	**81%**
Brasildental	50,812	3%	46,454	3%	**48,832**	**3%**
Others*	347,147	22%	271,488	17%	**290,281**	**16%**
Individual Plans	**958,783**	**100%**	**957,145**	**100%**	**916,081**	**100%**
Bradesco Dental	433,807	45%	427,105	45%	**424,012**	**46%**
Brasildental	56,517	6%	60,298	6%	**62,053**	**7%**
Others*	468,459	49%	469,742	49%	**430,016**	**47%**
Total	**8,617,893**	**100%**	**8,924,269**	**100%**	**9,263,729**	**100%**
Bradesco Dental	4,286,406	50%	4,570,298	51%	**4,837,690**	**52%**
Brasildental	464,308	5%	460,515	5%	**451,206**	**5%**
Others*	3,867,179	45%	3,893,456	44%	**3,974,833**	**43%**

**Includes, in corporate and SME, Odontoprev, Odonto System and Mogidonto. Individual plans also include retail channels.*

Economic value generated and distributed

GRI 201-1

Economic value (R$ thousand)*

	2023	2024	2025
Direct economic value generated	**2,142,695**	**2,264,465**	**2,388,544**
Revenues	2,142,695	2,264,465	**2,388,544**
Distributed economic value	**1,167,197**	**1,179,085**	**1,224,258**
Personnel and charges (employee wages and benefits)	232,681	241,976	**251,643**
Taxes, fees, and contributions (government payments)	383,846	380,652	**392,511**
Compensation of third-party capital	13,920	22,876	**29,679**
Compensation of own capital	536,750	533,581	**550,425**
Retained economic value	**975,498**	**1,085,380**	**1,164,286**

**In accordance with the framework published in the SFD.*

Employees

GRI 2-7

Employees, by employment contract

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	515	1,318	**1,833**	495	1,333	**1,828**	516	1,348	**1,864**
Temporary	22	51	**73**	17	58	**75**	21	61	**82**
Contracts with no minimum hours	0	0	**0**	0	0	**0**	0	0	**0**
Total	**537**	**1,369**	**1,906**	**512**	**1,391**	**1,903**	**537**	**1,409**	**1,946**

Employees, by employment contract and region

	2023				2024				2025			
	Permanent	Temporary	With no minimum hours	Total	Permanent	Temporary	With no minimum hours	Total	Permanent	Temporary	With no minimum hours	Total
North	16	0	0	16	9	0	0	9	**6**	**0**	**0**	**6**
Northeast	416	18	0	434	447	22	0	469	**382**	**19**	**0**	**401**
Midwest	9	0	0	9	2	0	0	2	**0**	**0**	**0**	**0**
Southeast	1,298	54	0	1,352	1,262	53	0	1,315	**1,320**	**62**	**0**	**1,382**
South	27	1	0	28	16	0	0	16	**26**	**1**	**0**	**27**
Mexico	67	0	0	67	92	0	0	92	**130**	**0**	**0**	**130**
Total	**1,833**	**73**	**0**	**1,906**	**1,828**	**75**	**0**	**1,903**	**1,864**	**82**	**0**	**1,946**

Employees, by employment type

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time*	401	886	1,287	433	1,045	1,478	453	1,077	1,529
Part time	136	483	619	79	346	425	84	332	417
Total	**537**	**1,369**	**1,906**	**512**	**1,391**	**1,903**	**537**	**1,409**	**1,946**

Employees, by employment type and region

	2023			2024			2025		
	Full-time	Part time	Total	Full-time	Part time	Total	Full-time	Part time	Total
North	14	2	16	7	2	9	6	0	6
Northeast	276	158	434	333	136	469	270	131	401
Midwest	6	3	9	0	2	2	0	0	0
Southeast	912	440	1,352	1,034	281	1,315	1,104	278	1,382
South	12	16	28	12	4	16	20	7	27
Mexico	67	0	67	92	0	92	130	0	130
Total	**1,287**	**619**	**1,906**	**1,478**	**425**	**1,903**	**1,530**	**416**	**1,946**

**Employment classified as "full-time" correspond to those with a monthly workload exceeding 200 hours.*

GRI 401-1

Hiring*

	2023		2024		2025	
	Total	%	Total	%	Total	%
By gender						
Men	**127**	27%	**144**	24%	**199**	31%
Women	**352**	73%	**445**	76%	**451**	26%
By age group						
Up to 30 years old	**259**	54%	**324**	55%	**346**	53%
From 30 to 50 years old	**204**	43%	**240**	41%	**270**	42%
More than 50 years old	**16**	3%	**25**	4%	**34**	5%
By region						
North	**2**	0.4%	**5**	0.8%	**1**	0,20%
Northeast	**130**	27%	**101**	17%	**96**	15%
Midwest	**1**	0.2%	**1**	0.2%	**-**	-
Southeast	**318**	66%	**426**	72%	**399**	61%
South	**7**	1%	**2**	0.3%	**6**	1%
Mexico	**21**	4%	**54**	9%	**148**	23%

Termination*

	2023		2024		2025	
	Total	%	Total	%	Total	%
By gender						
Men	**288**	73%	**166**	28%	**173**	32%
Women	**109**	27%	**423**	72%	**442**	31%
By age group						
Up to 30 years old	**147**	37%	**252**	43%	**282**	50%
From 30 to 50 years old	**219**	55%	**290**	49%	**289**	25%
More than 50 years old	**31**	8%	**47**	8%	**44**	21%
By region						
North	**2**	1%	**8**	1%	**4**	67%
Northeast	**129**	32%	**129**	22%	**108**	27%
Midwest	**0**	0%	**1**	0.2%	**2**	-
Southeast	**247**	62%	**420**	71%	**381**	28%
South	**4**	1%	**2**	0.3%	**9**	33%
Mexico	**15**	4%	**29**	5%	**111**	85%

** Hiring and turnover rates calculated based on the total number of hires or terminations in the category divided by the total number of employees in the category at the end of the year.*

GRI 405-1

Diversity of employees, by gender

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Officers*	7	1	**8**	6	1	**7**	6	2	**8**
Management/Superintendence	49	38	**87**	46	38	**84**	46	41	**87**
Supervisory	24	68	**92**	29	76	**105**	26	75	**101**
Administrative	217	424	**641**	214	420	**634**	245	439	**684**
Operational	218	787	**1,005**	200	798	**998**	193	791	**984**
Apprentice/Intern	22	51	**73**	17	58	**75**	21	61	**82**
Total	**537**	**1,369**	**1,906**	**512**	**1,391**	**1,903**	**537**	**1,409**	**1,946**

Diversity of employees, by age group

	2023			2024			2025		
	Up to 30 years old	From 30 to 50 years old	More than 50 years old	Up to 30 years old	From 30 to 50 years old	More than 50 years old	Up to 30 years old	From 30 to 50 years old	More than 50 years old
Executive Officers*	0	2	6	0	3	4	0	3	5
Management/Superintendence	0	58	29	0	60	24	0	65	22
Supervisory	6	70	16	7	78	20	7	77	17
Administrative	128	425	88	128	417	89	149	455	80
Operational	354	578	73	351	564	83	331	567	86
Apprentice/Intern	73	0	0	71	3	1	77	5	0
Total	**561**	**1,133**	**212**	**557**	**1,125**	**221**	**564**	**1,172**	**210**

**Considers statutory and non-statutory officers.*

Diversity of employees, by functional category GRI 405-1

	White	Black	Brown	Indigenous	Asian	Not declared
Executive Officers*	7	0	1	0	0	0
Management/Superintendence	59	2	12	0	3	11
Supervisory	74	4	19	0	1	3
Administrative	420	25	176	2	14	47
Operational	406	109	392	1	7	69
Apprentice/Intern	36	9	34	2	1	0
Total	**1,002**	**149**	**634**	**5**	**26**	**130**

**Considers statutory and non-statutory officers.*

Diversity of employees, by race**

	2023	2024	2025
White	1,020	1,001	1,002
Black	134	149	149
Brown	632	616	634
Indigenous	3	3	5
Asian	17	25	26
Not declared	100	109	130
Total	**1,906**	**1,903**	**1,946**

***Self-declared data.*

Turnover, by functional category ODPV-17

	%
Executive Officers*	0%
Management/Superintendence	13%
Supervisory	14%
Administrative	19%
Operational	38%

**Considers statutory and non-statutory officers.*

Employees with disabilities ODPV-12 | ODPV-13

	2025
Man	7
Woman	17
Total	**24**

Communication on anti-corruption policies and procedures GRI 205-2

	2023		2024		2025	
Functional Category	**Communicated**	**Trained**	**Communicated**	**Trained**	**Communicated**	**Trained**
Executive Officers*	8	8	7	7	8	7
	100%	100%	100%	100%	100%	88%
Management/Superintendence	87	76	84	74	76	25
	100%	87%	100%	88%	100%	33%
Supervisory	92	91	105	95	98	41
	100%	99%	100%	90%	100%	42%
Administrative	641	563	634	528	637	392
	100%	88%	100%	83%	100%	62%
Operational	1.005	815	998	729	915	531
	100%	81%	100%	73%	100%	58%
Apprentice/Trainee	73	58	75	64	82	71
	100%	79%	100%	85%	100%	87%
Total	**1,906**	**1,611**	**1,903**	**1,497**	**1,816**	**1,067**
	100%	**84%**	**100%**	**79%**	**100%**	**59%****

**Considers statutory and non-statutory officers.*

*** Does not include Mexico.*

Ratio of base salary and compensation received by women and men by functional category* GRI 405-2

Functional Category	2023		2024		2025	
	Base salary	Total compensation	Base salary	Total compensation	Base salary	Total compensation
Management/Superintendence	86%	86%	90%	88%	90%	86%
Supervisory	82%	92%	88%	92%	90%	91%
Administrative	78%	93%	79%	82%	79%	79%
Operational	96%	108%	90%	92%	92%	84%
Company	-	-	-	-	**58%**	**47%**

**The premises have been unified for comparative purposes. Considers only employees hired or transferred from companies incorporated over a year ago, does not consider terminations. It does not take into account apprentices, trainees or those on retirement. Compensation considers actual amounts paid in fixed compensation, benefits and Profit Sharing Program (PPR), target amounts for Long Term Incentives (ILP). Moreover, since there is only one director in the "Statutory" category, we felt it would be sensible to present the salary ratio for this category.*

Maternity leave GRI 401-3

	2024	2025
Employees who took parental leave	38	46
Employees expected to return to work after the end of their leave	41	43
Employees who returned to work after the end of their leave	41	43
Return rate	100%	100%
Employees who returned to work after their leave ended in the previous year	37	42
Employees who this year completed 12 months of returning to work after the end of their leave	28	26
Return rate	76%	62%

Employee performance evaluation

GRI 404-3

Employee performance evaluation GRI 404-3

	2023		2024		2025	
Gender						
Men	410	76%	381	74%	380	80%
Women	1,069	78%	1,046	75%	1,032	77%
Total	**1,479**	**78%**	**1,427**	**75%**	**1,412**	**78%**
Functional category						
Executive Officers	7	88%	7	100%	8	100%
Management/Superintendence	69	79%	71	85%	76	100%
Supervision	87	95%	96	91%	94	100%
Administrative	479	75%	587	93%	583	92%
Operational	837	83%	666	67%	651	71%
Total	**1,479**	**78%**	**1,427**	**75%**	**1,412**	**82%***

**Eligible employees only. Does not include apprentices and interns.*

Governance bodies

GRI 2-9

Diversity of governance bodies by gender, age and race/color*

	2023				2024				2025			
	Board of Directors		Executive Officers		Board of Directors		Executive Officers		Board of Directors		Executive Officers	
Men	7	88%	6	86%	7	88%	5	83%	7	88%	5	83%
Women	1	12%	1	14%	1	12%	1	17%	1	22%	1	17%
Total	**8**	**100%**	**7**	**100%**	**8**	**100%**	**6**	**100%**	**8**	**100%**	**6**	**100%**
Up to 30 years old	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
From 30 to 50 years old	1	13%	1	14%	1	12%	1	17%	1	12%	1	17%
More than 50 years old	7	87%	6	86%	7	88%	5	83%	7	88%	5	83%
Total	**8**	**100%**	**7**	**100%**	**8**	**100%**	**6**	**100%**	**8**	**100%**	**6**	**100%**
White	7	88%	6	86%	7	88%	5	83%	2	25%	5	83%
Black	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Brown	0	0%	1	14%	0	0%	1	17%	0	0%	1	17%
Indigenous	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Asian	1	12%	0	0%	1	12%	0	0%	1	12%	0	0%
Not declared	–	–	–	–	–	–	–	–	5	63%	0	0%
Total	**8**	**100%**	**7**	**100%**	**8**	**100%**	**6**	**100%**	**8**	**100%**	**6**	**100%**

**For the Board of Directors, only sitting members were considered. For the Executive Officers, only Statutory Officers were considered.*

Duties of the board members

Skills of the Board of Directors*

Members	Skills									
	Sustainability	Climate Change	Corporate Governance	Human Resources and Diversity	Risk Management	Healthcare Sector	Accounting and Finance	Strategy	Innovation	Technology and Digital Transformation
Luiz Carlos Trabuco Cappi			✓	✓			✓			
Maurício Machado de Minas	✓	✓	✓	✓	✓			✓	✓	✓
Octavio de Lazari Junior	✓	✓		✓			✓	✓		
Ivan Luiz Gontijo Júnior	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Samuel Monteiro dos Santos Junior						✓	✓	✓		
Thais Jorge de Oliveira e Silva	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cesar Suaki dos Santos	✓		✓	✓	✓	✓	✓	✓	✓	✓
Murilo Cesar Lemos dos Santos Passos	✓		✓	✓	✓	✓	✓	✓	✓	✓
Total	**6**	**4**	**6**	**7**	**5**	**5**	**7**	**7**	**5**	**5**

** Only full members with at least one of the competencies monitored by the Company were listed.*

Environmental

Waste generated (t) GRI 306-3

Non-hazardous waste	2023	2024	2025
Paper	1.34	0.16	0.31
Plastic	0.10	0.10	0.02
Aluminum/Metal	0.03	0.004	0.01
Glass	0.02	0.002	0.003
Organic	22.84	24.03	22.99
Total	**24.32**	**24.21**	**23.33**

Water consumption (in ML)* GRI 303-5

	2023	2024	2025
Total water consumed in all areas	3.11	2.39	2.59
Total water consumed in water-stressed areas	0	0	0
Total	**3.11**	**2.39**	**2.59**

** This figure applies only to water consumption at the Barueri headquarters, as water is included in the condominium fees at the other business units. The Barueri headquarters' condominium management provides us with the building's total water consumption, but the figure provided already takes into account the apportionment based on the building's occupancy rate and the three floors occupied by Odontoprev.*

Biogenic emissions (in tCO_2e)**

	2025
Biogenic emissions (Scope 1)	0.97
Biogenic emissions (Scope 3)	741.06
Total* **	**742.03**

*** The gases included in the inventory are CO_2, CH_4, N_2O, and HFCs.*

**** We screened the Scope 3 categories to identify the most relevant ones, thereby improving the accuracy of the inventory and the quality of our disclosures. Due to these methodological changes and the expanded scope, we began a new historical series in 2025; as a result, the previous data are not directly comparable.*

GRI Content Index

Statement of use	GRI used	Applicable GRI sector standard(s)
Odontoprev S.A. reported, based on GRI Standards, for the period from January 1, 2025, to December 31, 2025.	GRI 1: Fundamentals 2021	No sector-specific content is reported

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
Universal Standards					
General Disclosures					
The organization and its reporting practices					
2-1	Organizational details	Pages 9 and 125. **Legal name:** Odontoprev S.A. **Countries where it operates:** Brazil (98% of operations) and Mexico (2% of operations).			
2-2	Entities included in the organization's sustainability reporting	Page 97.			
2-3	Reporting period, frequency and contact point	Page 5. The period covered by the financial report is the same as that covered by the Sustainability Report.			
2-4	Restatements of information	There is no reformulations.			
2-5	External assurance	The Company has an Independent Auditor Hiring Policy, issued in September 2025, which includes guidelines and rules regarding the engagement of auditors, including rotation rules. For the 2025 annual sustainability report, a limited assurance of the reported information was contracted.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
Activities and workers					
2-6	Activities, value chain and other business relationships	Pages 09, 17, 35, 52 and 98.			
2-7	Employees	Pages 66, 100 and 101.			
2-8	Workers who are not employees	Odontoprev employs a total of 60 contract workers, who primarily work in administrative and facilities roles.			
Governance					
2-9	Governance structure and composition	Pages 23 and 108. Board members are elected by the Company's controlling shareholders. There are no rules limiting the participation of board members as members of collegiate bodies in other companies.			
2-10	Nomination and selection of the highest governance body	The nominating and selection process, as well as the criteria adopted, including those related to diversity, are described in the **Policy for Appointing Members of the Board of Directors, Fiscal Council, Advisory Committees, and Executive Board**, available at the **link**.			
2-11	Chair of the highest governance body	Page 23.			
2-12	Role of the highest governance body in overseeing the management of impacts	Page 23.			
2-13	Delegation of responsibility for managing impacts	Page 25.			
2-14	Role of the highest governance body in sustainability reporting	Page 25. The Board of Directors does not specifically participate in the approval processes for the materiality matrix and the content of the Sustainability Report. The Executive Board is responsible for these matters.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
2-15	Conflicts of interest	The topic is addressed in the **Code of Ethical Conduct** and the **Related Party Transactions Policy**. Cases of this nature are disclosed publicly in its Financial Statements, which include Explanatory Notes on Related Parties. In 2025, the Related Party Transactions Policy was revised, involving various Company departments.			
2-16	Communication of critical concerns	During the period, no critical concerns from stakeholders regarding the Company's negative impacts (actual or potential) were communicated to the Board of Directors.			
2-17	Collective knowledge of the highest governance body	At the Board of Directors meetings, ESG topics are discussed based on updates to ESG report scores and ratings. By doing so, we raise awareness of relevant issues to be considered in future strategic decisions.			
2-18	Performance evaluation of the highest governance body	Page 23.			
2-19	Remuneration policies	All Board members are paid the same fixed compensation, with no distinction in this component of compensation. The Company does not use attraction bonuses, recruitment incentive payments, or bonus and incentive clawback mechanisms. The eligibility rules and criteria applicable to any termination-related payments are defined in the specific policies for each type of payment.			
2-20	Process to determine remuneration	The guidelines governing executive compensation practices are available in the Executive Compensation Policy, via **the link**. The overall compensation of executives is subject to annual approval by the Board of Directors, with the minutes disclosed on the Investor Relations website. The overall compensation for 2025 was approved unanimously, and the minutes are available via **the link, item vi**.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
2-21	Annual total compensation ratio	The ratio of the total annual compensation of the organization's highest-paid employee to the average total annual compensation of all employees (excluding the highest-paid employee): 60.25.	item b	Information unavailable/ incomplete	The Company has chosen not to disclose the ratio between the percentage increase in the total annual compensation of the organization's highest-paid individual and the average percentage increase in the total annual compensation of all employees.
Strategy, policies and practices					
2-22	Statement on sustainable development strategy	Page 03.			
2-23	Policy commitments	Pages 25, 26 and 28.			
2-24	Embedding policy commitments	Pages 25, 28, 29 and 35.			
2-25	Processes to remediate negative impacts	Pages 31 e 97.			
2-26	Mechanisms for seeking advice and raising concerns	Page 31.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
2-27	Compliance with laws and regulations	In 2025, we had no significant* cases of non-compliance with laws and regulations during the reporting period. No cases were identified in which non-monetary sanctions were imposed. *We consider amounts exceeding R$ 200,000 to be significant.			
2-28	Participation in associations	Page 97.			
Stakeholder engagement					
2-29	Approach to stakeholder engagement	Pages 52, 58 and 97.			
2-30	Collective bargaining agreements	All of our employees are covered by collective bargaining agreements.			
Material Themes					
3-1	Process to determine material themes	Page 06.			
3-2	List of material themes	Page 06.			
3-3	Management of material themes: Expanding access to dental care	Pages 50, 53, 56 and 83.			
	Management of material themes: Safety and quality of dental care	Pages 60 and 63.			
	Management of material themes: Technology and innovation	Pages 41 and 43.			
	Management of material themes: Relationship with customers and beneficiaries	Pages 54 and 56.			
	Management of material themes: Relationship with the accredited network	Page 58.			
	Management of material themes: Ethics and integrity	Page 28.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
3-3	Management of material themes: Privacy and data security	Page 33.			
	Management of material themes: Diversity, equity, and inclusion	Page 74.			
	Management of material themes: Attracting and retaining talent	Pages 67, 68, 71 and 78. We guarantee the minimum salary for all positions.			
	Management of material themes: Employee well-being	Page 76.			
	Management of material themes: Fighting climate change	Page 90.			
	Management of material themes: Community impact	Page 80.			
	Management of material themes: Team development	Page 72.			
Material theme: Ethics and integrity					
Anti-corruption					
205-1	Operations assessed for corruption-related risks	In 2025, 100% of Odontoprev's payment operations were monitored for corruption and money laundering risks through Compliance processes, with no significant risks identified.			
205-2	Communication about anti-corruption policies and procedures	Page 105.			
205-3	Confirmed incidents of corruption and actions taken	In 2025, we recorded no cases of corruption.			
Material theme: Attracting and retaining talent					
Training and education					
401-1	New hires and employee turnover	Page 102.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	Odontoprev does not offer exclusive benefits to permanent or full-time employees. All employees, regardless of their type of employment contract, have access to the same benefits, subject to the rules applicable to each contract type and the limits set forth in current legislation.			
401-3	Parental leave	Page 106.			
Material theme: Employee development					
Training and education					
404-1	Average hours of training per year per employee	Page 72.			
404-2	Employee skill enhancement and career transition assistance programs	Page 72. We offer an outplacement program for some employees in leadership positions whose employment contracts have been terminated. The granting of this benefit depends on internal criteria and approvals, considering factors such as time with the company, career path within the organization, and reason for leaving, among others.			
404-3	Percentage of employees receiving regular performance and career development reviews	Page 107.			
Diversity, equity, and inclusion					
Diversity and Equal Opportunity					
405-1	Diversity of governance bodies and employees	Pages 103 and 104.			
405-2	Ratio of base salary and compensation of women to men	Page 106.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
Non-discrimination					
406-1	Incidents of discrimination and corrective actions taken	Page 31.			
Material theme: Safety and quality of dental care					
Customer health and safety					
416-1	Assessment of customer health and safety impacts of product and service categories	We consider the sale of dental plans to be not applicable to this indicator. However, we would like to clarify that, with regard to the evaluation of services provided by our network of providers (dentists), we follow best practices by conducting audits of all procedures. Thus, all procedures performed under the plan are audited by our internal teams. Also, our legal team monitors all fines or sanctions issued by ANS, which allows us to identify any potential health-related impacts. We emphasize that our product is the dental plan, not the care itself. Therefore, from a product perspective, we do not identify negative impacts, but rather positive ones, since we provide people with access to oral health care.			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Cases of non-compliance with laws that resulted in a fine or penalty: 0 Cases of non-compliance with laws that resulted in a warning: 0 Cases of non-compliance with voluntary codes: 0			
Material theme: Data privacy and security					
Customer privacy					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 33.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
Material theme: Occupational health and safety					
Occupational health and safety					
403-1	Occupational health and safety management system	Page 76.			
403-2	Hazard identification, risk assessment, and incident investigation	Page 76.			
403-3	Occupational health services	Page 76.			
403-6	Promotion of worker health	Page 77.			
403-8	Workers covered by an occupational health and safety management system	100% of the Company's direct employees are covered by the Company's health and safety services, which have undergone external auditing and certification. Third-party employees are not covered by this same system.			
403-9	Work-related injuries	In 2025, there were no accidents or fatalities resulting from work-related activities.			
Material theme: Community impact					
Local Communities					
413-1	Operations with local community engagement, impact assessments, and development	Within Odontoprev Group's organizational chart, for the purposes of participation in social actions, we considered only eight companies: Odontoprev S/A, Clidec, Boutique Dental, Dental Partner, Papaiz, Odontored México, Odontoprev Serviços, and Easy Software. Of these, employees from four companies participated in the actions: Odontoprev S/A, Odontoprev Serviços, Boutique Dental, and Papaiz. Therefore, 50% of the operations considered. The following companies were excluded from the calculation: BBDental, as employees are not included in our Sustainability Policy; OPREV and SF210, as they are investment holding companies and do not have employees; and MaChiron, as we only hold a 20% stake.			

Content		Page/Direct answer	Omission		
			Requirement omitted	Reason	Explanation
Material theme: Fighting climate change					
Economic Performance					
201-2	Financial implications and other risks and opportunities due to climate change	No costs were estimated for the measures taken to manage each risk and opportunity.			
Energy					
302-1	Energy consumption within the organization	Page 93.			
Emissions					
305-1	Direct (Scope 1) greenhouse gases (GHG) emissions	Page 92.			
305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy purchases	Page 92.			
305-3	Other indirect (Scope 3) greenhouse gas (GHG) emissions	Page 92.			
Additional content					
Economic Performance					
201-1	Direct economic value generated and distributed	Page 99.			
Water and Effluents					
303-5	Water consumption	Page 110.			
Waste					
306-3	Waste generated	Page 110.			

SASB index

Indicator/Description		Page/Direct answer
HC-MC-000.A	Number of enrollees by plan type	Pages 50 and 98.
HC-MC-230a.1	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	Pages 33 and 34.
HC-MC-230a.2	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	None.
HC-MC-230a.3	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	None.
HC-MC-240a.1	Percentage of total health care insurance premiums spent directly on medical claims and efforts to improve the quality of care.	Not applicable, as the indicator is specific to health insurance providers.
HC-MC-240a.4	Description of policies and practices regarding customer access to coverage	Pages 50, 51 and 52.
HC-MC-250a.2	Enrolee retention rate by plan type	Essa informação possui caráter estratégico e, por esse motivo, não será divulgada.
HC-MC-250a.3	Percentage of claims denied that were appealed by customers and ultimately reversed	This information is strategic in nature and, for this reason, will not be disclosed.
HC-MC-250a.4	Plan enrollee grievance rate	In 2025, the Complaint Index (CI) for beneficiaries of our plans, except for BBDental, was 2.55%. Assumptions for calculation: Total occurrences / Total beneficiaries x 10,000
HC-MC-250a.5	Description of plan performance and ratings for offered plan types, by region	This information is strategic in nature and, for this reason, will not be disclosed.
HC-MC-260a.1	Percentage of enrolees in wellness programs by type: (1) diet and nutrition, (2) exercise, (3) stress management, (4) mental health, (5) smoking or alcohol cessation, or (6) other	Not applicable, as the indicator is specific to the medical health insurance sector.
HC-MC-260a.4	Discussion of initiatives and programmes to maintain and improve enrolee health	Page 53.
HC-MC-450a.1	Strategy to address the effects of climate change on business operations and how specific risks presented by changes in the geographic incidence, morbidity, and mortality of illnesses and diseases are incorporated into risk models	Page 90.

TCFD index

Theme	TCFD indicators	Status/Direct answer
Governance	1. Describe how the Board oversees climate change-related risks and opportunities	Page 25.
	2. Describe the Board's role in assessing and managing climate change-related risks and opportunities	The Board has no specific role in assessing and managing risks related to climate change.
Strategy	1. Risks and opportunities related to climate change that the organization has identified in the short, medium and long term	Page 90.
	2. Impacts of risks and opportunities related to climate change on the organization's business, strategy and financial planning	Page 90.
	3. Resilience of the organization's strategy, considering different climate change scenarios, including a scenario of 2°C or less	Page 90.
Risk management	1. Processes used by the organization to identify and assess climate change-related risks	Page 32.
	2. Processes used by the organization to manage climate change-related risks	Page 90.
	3. How the processes used by the organization to identify, assess and manage climate change-related risks are integrated into the organization's overall risk management	Page 90.
Targets and metrics	1. Metrics used by the organization to assess climate change-related risks and opportunities in accordance with its strategy and risk management process	Although it did not conduct the assessment in 2025, the Sustainability department believes that the main metrics for assessing risks and opportunities related to climate change are: GHG emissions (page 92), energy consumption (page 93) and natural resources (page 110), regional meteorological and climate data, socioeconomic and demographic indicators.
	2. Scope 1, Scope 2 and, where applicable, Scope 3 greenhouse gas emissions and related risks	Page 92.
	3. Targets used to manage climate change-related risks and opportunities, and performance against targets	Climate-related targets are still being defined by the Company. In 2026, the company will implement the action plans established in the gap analysis to comply with CVM standard 193 (IFRS S1 and S2). These adjustments include the definition of metrics, indicators, and targets to manage climate change risks and opportunities.

Company indicators

Indicators		Page/Direct answer
Pillar: Pursuit of Excellence		
ODPV-1	% of CAPEX allocated to innovation	Page 41.
ODPV-2	% of digital medical records (GTO, SOL, membership card, reimbursement, etc.)	Page 89.
ODPV-3	Continuing education programs for the accredited network	Page 63.
ODPV-4	Number of technical visits to the dentist	Page 62.
Pillar: Taking care of employees		
ODPV-5	Action plan, with a specific deadline and goals, to increase female representation within the Company and in leadership positions	Page 75.
ODPV-6	Action plan, with a specific deadline, to eliminate compensation differences between men and women	Within each functional classification used to disclose indicator 405-2, there are different levels and types, with results impacted by the proportion of men and women at each level/type—mainly due to the female majority observed in entry-level positions. Odontoprev has no observable salary differences when considering criteria such as job function, workload, time with the company, and education. These criteria are analyzed on a recurring basis by the human resources team.
ODPV-7	Family support services or company-provided benefits	Page 78.
ODPV-8	Average age of members of corporate governance bodies	Board of Directors: average age 69 years. Fiscal Council: average age 66 years. Executive Officers: average age 55 years. Audit Committee: average age 59 years. People Management Committee: average age 66 years.

Indicators		Page/Direct answer
ODPV-9	Satisfaction and engagement (participation) rates from the Workplace Climate Survey	Page 68.
ODPV-10	Beneficiary satisfaction rates	Page 56.
ODPV-11	Number of treatments per day	Page 60.
ODPV-12	PwD: total number	Page 104.
ODPV-13	PwD: by gender	Page 104.
ODPV-16	Employee turnover (including and excluding call center staff)	Excluding the call center staff: 27%. Including the call center staff: 73%. ** The data does not include apprentices and interns.*
ODPV-17	Turnover by job category	Page 104.
ODPV-25	Women in leadership positions	We have 117 women in leadership positions at the Company.
ODPV-26	Black people in leadership positions	We have 38 Black employees in leadership positions at the Company.
Pillar: Quality Dentistry		
ODPV-19	Number of plans donated	Page 80.
ODPV-20	Number of NGOs supported	Page 80.
ODPV-21	Value of Private Social Investment	Page 87.
ODPV-22	Number of people directly and indirectly impacted	Page 80.
ODPV-23	Number of social actions carried out	Page 80.
Other proprietary indicators		
ODPV-28	Dividends to shareholders vs. net income	Page 39.
ODPV-29	Changes in the number of shareholders: Corporate and Individual	Page 39.

Limited assurance report

KPMG

Summary of the work we carried out to support our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We have designed and performed our procedures to obtain evidence about the environmental, social and governance (ESG) information included in the Company's Report that is sufficient and appropriate to provide a basis for our conclusion. Our selected procedures depend on our understanding of the environmental, social and governance (ESG) information included in the Company's Report and other circumstances of the engagement, as well as on our consideration of the areas in which material misstatements are likely. When carrying out the work, we:

a. we have planned the engagement considering the materiality of the aspects for the Company's activities, the relevance of the information disclosed by the Company, the amount of quantitative and qualitative information and the operational systems and internal controls which supported the preparation of the information included in this report;

b. we obtained an understanding of the calculation method and of the procedures followed to develop indicators by inquiring and interviewing the managers in charge of gathering information;

c. we applied analytical procedures to quantitative information and inquiries about qualitative information and its relation with the indicators disclosed in the information included in the Report; and

d. we evaluated the procedures followed to prepare the Report, as well as its structure and contents, based on the Criteria.

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Our conclusion on the environmental, social and governance (ESG) information included in the Company's Report for the year ended December 31, 2025 does not extend to any other information that accompanies or includes information about the Company's own indicators, and information for the periods 2023 and 2024 in accordance with the *Global Reporting Initiative (GRI) - GRI Standards,* the *Sustainability Accounting Standards Board (SASB)* and the *Task Force on Climate-Related Financial Disclosures* (TCFD).

Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (revised) – Assurance Engagements Other than Audits or Reviews and International Standard on Assurance Engagements (ISAE) 3000 (revised) – *Assurance engagements other than audits or reviews of historical financial information*, issued by the Federal Association of Accountants (CFC) and by the *International Auditing and Assurance Standards Board* (IAASB), respectively. Our responsibilities under those standards are further described in the "Our Responsibilities" section of the report.

We comply with the independence and other ethical requirements of the Accountant's Professional Code of Ethics and the Professional Standards (including the Independence Standards) issued by the Federal Association of Accountants (CFC) based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies NBC PA 01 Quality Management for Independent Auditor Firms (Legal Entities and Individuals) and International *Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the Federal Association of Accountants (CFC) and IAASB* (Brazilian Institute of Independent Auditors)Respectively. This standard requires the firm to design, implement and operate a quality management system, including policies or procedures for compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Emphasis of a matter - information from prior periods
The environmental, social and governance (ESG) information included in the Report for the periods 2023 and 2024 prepared in accordance withthe standards of the *Global Reporting Initiative (GRI) - GRI Standards,* the *Sustainability Accounting Standards Board (SASB) and* the guidelines of the *Task Force on Climate-Related Financial Disclosures* (TCFD) has not been assured by us or by other independent auditors. Our conclusion is not modified in respect of this matter.

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Emphasis of a matter - subsequent events
We draw attention to the "Growth with purpose" section of the Report, which mentions events that occurred after December 31, 2025 and before the date of this report related to the Company's proposal for a corporate restructuring of the healthcare business. Our conclusion is not modified in respect of this matter .

Responsibilities of the Company's Management for the Report

The Company's management is responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the information included in the Report so that it is free from material misstatement, whether due to fraud or error;
- selecting the criteria as being appropriate for the preparation of the information included in the Report and making the appropriate reference to the criteria used or a description of those criteria; and
- the proper preparation and presentation of the information included in the Report based on the Criteria.

Our Responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the environmental, social and governance (ESG) information included in the Company's Report for the year ended December 31, 2025 has been prepared based on the Criteria and is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures applied and the evidence obtained; and
- reporting our conclusion to the Board of Directors and Shareholders.

Summary of the work we carried out to support our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We have designed and performed our procedures to obtain evidence about the environmental, social and governance (ESG) information included in the Company's Report that is sufficient and appropriate to provide a basis for our conclusion. Our selected procedures depend on our understanding of the environmental, social and governance (ESG) information included in the Company's Report and other circumstances of the engagement, as well as on our consideration of the areas in which material misstatements are likely. When carrying out the work, we:

a. we have planned the engagement considering the materiality of the aspects for the Company's activities, the relevance of the information disclosed by the Company, the amount of quantitative and qualitative information and the operational systems and internal controls which supported the preparation of the information included in this report;

b. we obtained an understanding of the calculation method and of the procedures followed to develop indicators by inquiring and interviewing the managers in charge of gathering information;

c. we applied analytical procedures to quantitative information and inquiries about qualitative information and its relation with the indicators disclosed in the information included in the Report; and

d. we evaluated the procedures followed to prepare the Report, as well as its structure and contents, based on the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing, and their extent is restricted (less extensive) than in a reasonable assurance engagement. Thus, the level of assurance obtained in a limited assurance engagement is substantially lower than the level of assurance that would have been obtained if a reasonable assurance engagement had been performed.

São Paulo, May 11, 2026

KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6

Original report in portuguese signed by
Flavio Gozzoli Gonçalves
Accountant CRC 1SP290557/O-2

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Credits

GRI 2-1

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